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A Marketing Plan: Guideline to Success

NANCY L. THAL AND MICHAEL G. TREMBATH

Editor's Note: Dr. Nancy Thal headed a group of 30 students during the spring semester 1980 who earned first place in the 1980 General Motors Intercollegiate Marketing Competition. Teams of students from 15 universities from around the country participated in the competition. Other prize winners were Northwestern University, Kent State University, Southern Illinois University, and the University of Rochester.

As a result of the group's effort, the University of Colorado Marketing Division received $7,000, a plaque, and letters of commendation for each team member. This article discusses marketing planning in the framework of the General Motors competition. Our sincere congratulations go to Dr. Thal and her students for a job well done.

Recent business literature have devoted countless pages to discussing the advantages of formal marketing plans. Manufacturers, wholesalers, and retailers selling either consumer or industrial goods need comprehensive marketing plans. Even service firms and institutions such as hospitals, churches, and public accounting firms not traditionally involved in marketing need formal marketing plans. Curiously, some firms still resist the idea of putting a plan in writing.

Why the resistance? Some executives claim that marketing plans quickly become obsolete or limit the firm's activities. Others allege they cannot justify the time expenditure to prepare a plan. Yet the following benefits of developing a marketing plan far outweigh these criticisms:

1. Perhaps most importantly, the marketing plan will show all members of the marketing team where they fit into the overall marketing program. Often employees become discouraged when they fail to see the entire process and final outcome of their work. A marketing plan will motivate all those involved in some aspect of marketing and help them feel they play an important role.

2. A comprehensive plan will provide direction and point out all variables affecting the marketing system, insuring that no critical factors are overlooked.

3. Marketing plans help to explain the *interrelationship* between these critical factors. The plan will outline a cohesive system.

4. Marketing plans offer a basis for evaluating the effectiveness of the marketing strategies used. Without a strong set of objectives and strategies, a company cannot know whether or not its plan was effective, nor how to adjust strategies for the future.

5. Finally, the development of a marketing plan means that a company has taken charge over its future rather than allowing the environment to control it.

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GENERAL MOTORS INTERCOLLEGIATE MARKETING COMPETITION

General Motors is one company that does not take the marketing plan lightly. Competition in the automobile industry has forced an historic re-evaluation of plans and products. General Motors knows well that appropriate planning pays off (the Chevy Citation), while less appropriate plans mean trouble (the low-mileage, luxury cars).

To stress the importance of planning, General Motors has sponsored an Intercollegiate Marketing Competition for the past five years. Each year approximately 15 top universities across the nation are selected to prepare and present a marketing plan for a given product. Each team's plan is judged by a group of executives from General Motors, and the winning plan brings $7,000 and national recognition to its school.

The University of Colorado was one of the schools invited to participate in the 1980 General Motors Intercollegiate Marketing Competition. The challenge given to each team of students was to develop a marketing plan for Chevrolet's troubled top-of-the-line Caprice/Impala. The University of Colorado team, organized through Dr. Nancy L. Thal's Advertising Management class in the College of Business and Administration, met the challenge and won First Place in the 1980 competition.

The University of Colorado presented its winning plan to chief executives from General Motors, Chevrolet, and Campbell-Ewald (Chevrolet's advertising agency) in Detroit on May 28, 1980. General Motors' President, Mr. Pete Estes, expressed his impression of the University of Colorado plan very simply, "I think their plan would work!" The executives were impressed by Colorado's plan and presentation and believed that the plan would be effective in today's marketplace. And effectiveness, after all, is the bottom line in planning.

The development of a truly effective marketing plan is not a random process. These guidelines will describe the basic components of a marketing plan.

MARKETING PLAN

A marketing plan is a systematic, written document consisting of several major parts. The Situation

Analysis, Marketing Objectives, Research Process, and Marketing-Mix Strategies form the structure of a good plan.

1. Situation Analysis: Analysis must be conducted of the marketing-mix variables (product, pricing structure, distribution system and promotional strategy) and the relevant external environmental variables (economy, federal regulation, technology, social influences, market, and competition). The findings of the Situation Analysis will point out real or potential problems that should be re-defined as future opportunities. From the Situation Analysis a sales forecast should be projected.

2. Marketing Objectives: Based on the Situation Analysis and the sales forecast, Marketing Objectives for the desired sales levels and market share for a given time period can be stated. These basic objectives are guidelines for directing and evaluating the marketing plan.

3. Research Process: Appropriate marketing research can now be performed according to the information needs dictated by the Marketing Objectives. Data may need to be collected on select consumer groups (target markets) or on parts of the marketing-mix. This research will govern the nature of the Marketing Strategy.

4. Marketing Strategy: The Marketing Strategy is the means of accomplishing the Marketing Objectives. This strategy is typically organized according to the following marketing-mix variables:

a. *Product:* Substrategies related to product changes, style, marketing positioning, or packaging are made.

b. *Pricing:* Market share, rate-of-return on investment, and competitive pricing substrategies should be developed.

c. *Distribution:* Distribution strategies related to efficiency, cost, and desired customer-service levels need to be set.

d. *Promotion:* Substrategies for the overall promotional budget and percent allocations to promotional-mix variables (advertising, personal selling, sales promotions and publicity) are required. Specific media and creative goals must be determined to complete the promotional plan.

5. Evaluation of Marketing Plan: As the completed plan is put into effect, continuous evaluation procedures must report on the status of each strategy. In a sense, the marketing plan works as a compass. Before a journey begins, it will point the direction to a firm's goal, and on the way, it will tell where the firm is in relation to where it wanted to be.

MARKETING PLAN FOR THE 1980 CHEVROLET CAPRICE/IMPALA

To provide a more concrete view of a marketing plan, the University of Colorado's winning entry in the General Motors Intercollegiate Marketing competition will be examined. Before continuing, a brief background on the project will be helpful.

The University of Colorado team, under the supervision of Dr. Thal, consisted of 29 seniors and one M.B.A. student, and was organized as a full-service advertising agency. The students began working on the project in late January and presented their plan to the General Motors judges in Boulder on April 9. In addition to giving a formal presentation of the plan, the team gave General Motors a written treatise and a video tape of the commercials.

The team began the process by conducting a thorough Situation Analysis of the environmental factors and marketing-mix variables related to the 1980 Caprice/Impala. The following points summarize the significant issues in the Situation Analysis:

Marketing Mix

1. The Caprice/Impala outsells its major competitor, Ford LTD, by two to one, holding the leading position in the full-size car market.

2. The Chevrolet distribution system, made up of nine regions, 44 zones, and approximately 6,000 dealerships, is not subject to change in the short term.

3. The pricing structure of the 1980 Caprice/Impala is competitive in the full-size market, allowing the dealerships and Chevrolet an acceptable profit margin.

4. The promotional strategies are designed to predispose consumers toward Chevrolet and, in particular, the Caprice/Impala.

External Environment

1. Economic factors such as the prime lending rate, inflation, and unemployment all suggest a negative impact on durable consumer goods, especially the automobile.

2. The Federal Government has established strict standards regarding fuel economy, auto emissions, and automobile safety which automotive manufacturers must meet, therefore affecting the pricing and power of new cars.

3. The energy crisis has led to a negative change in consumer attitudes toward full-size cars.

4. Technological advancements have led to more fuel-efficient vehicles in every automobile class; however, consumers are not aware of the improvements for full-size cars.

5. The major markets for the Caprice/Impala in terms of sales volume are the Midwest, Eastern Atlantic, East Coast, South, and Southwest regions.

These items and others in the Situation Analysis suggested several problem areas as well as opportunities for marketing the 1980 Caprice/Impala. For example, a major problem involved consumers' perceptions of American full-size cars as fuel inefficient; yet, technological improvements make cars such as the Caprice/Impala comparable to many foreign sedans. This problem was viewed as an opportunity to educate consumers on the fuel efficiency of the Caprice/Impala.

Before establishing Marketing Objectives, a *Sales Forecast* was necessary. A good sales forecast is the basis for the remainder of the marketing plan. In the case of the Caprice/Impala, the projected sales levels were based on the trends in past sales data and the market indications from the Situation Analysis.

Next, the overall *Marketing Objectives* were identified as a guide to the entire marketing plan. The objectives addressed the issues of reaching a specified sales volume and increased market share. Increased market share would be accomplished by (1) gaining additional market share from the major competitor, Ford LTD, and (2) by identifying and penetrating the market of consumers who have not recognized their need for a full-size car.

After thoroughly reviewing the environment and setting marketing objectives, the research process was begun. Research was mainly conducted to give direction to the promotional component of the marketing-mix since the product, distribution system and pricing strategy were already determined. Therefore, only the advertising objectives and strategy are considered.

In order to fully define and understand the full-size car market, research objectives were established: (1) to define the target market, (2) to ascertain dealer strategies, and (3) to determine consumer's attitudes and behavior.

Before gathering primary data through research, information on the market for full-size cars was collected from magazine articles, reports, and existing literature. Next, primary data was collected through the development of several different studies including (1) a mail questionnaire sent to a sample of 800 registered drivers in Colorado, (2) a telephone interview of Caprice owners and competitive car owners, (3) personal interviews with Chevrolet and other full-size car dealers and (4) focus-group discussions of the Caprice/Impala with small groups of consumers.

As a result of these studies, the target market for the Caprice/Impala was defined as male, age 35-50, married, and a family size of 3-5. He earns an income of $15,000-$30,000, attended some college, and is employed in skilled trades, sales, and managerial occupations. Research showed that consumers perceived the primary benefits of the car as comfort, handling, roominess, size, and styling. In addition, the target market believes strongly in the American work ethic, the strength of our country, and the importance of the family.

Based on the research results, these recommendations could be offered to aid in the development of an effective advertising strategy: (1) reach the male target market through placement of advertising on sports programs, (2) stress the benefits of comfort, handling and roominess, and (3) use the family and the American motif in the advertising appeal.

These research recommendations led to seven advertising objectives:

1. Increase showroom traffic. Research showed that a test drive is the most effective means of selling the Caprice because it allows the potential consumer the opportunity to experience the comfort, handling, and roominess.

2. Build a distinct image. The low recollection of prior Caprice advertising necessitates the building of a distinct image.

3. Appeal to the target market. The market can be reached through media selection and scheduling and appropriate advertising appeals.

4. Stress the salient benefits of comfort, handling and roominess.

5. Stress the emotional values of America and the family.

6. Utilize the Chevrolet Caprice's number one position in the marketplace.

7. Emphasize recent gas mileage improvements.

To meet these objectives, an overall corporate theme for Chevrolet was necessary. Based on marketing research, the promotional theme, "Chevrolet works for America," was developed. This theme is dynamic and action oriented, encompasses the USA motif, and connotes a strong, positive image.

The theme for Chevrolet's top-of-the-line car was also drawn from research. It incorporated the USA motif, the most important benefit of comfort, and Caprice's number one sales position. The theme: "Chevrolet Caprice: America's Comfortable Leader." The strength of this theme became obvious when it tested favorably with consumers in the target market.

The University of Colorado team then wrote, directed, and produced a thirty-second television commercial, including a musical score, around the corporate theme. Three other television commercials for Caprice were also developed, each promoting a single benefit and appealing to the target market. A radio commercial, magazine advertisement, and dealer poster were also created, using the theme of "America's Comfortable Leader," the common thread running through the entire campaign.

Although the final phase in the marketing plan—evaluation—could not actually be performed for the University of Colorado plan, two forms of evaluation were provided. First, all commercials and advertisements were pre-tested with consumer groups to assure a favorable response. Second, based on their experiences in the automobile industry, the General Motors judges believed the campaign would work.

From the Situation Analysis to the final Evaluation, the University of Colorado plan was complete. By incorporating all of the ingredients of a good marketing plan, the Colorado team achieved its goal: winning the 1980 General Motors Intercollegiate Marketing Competition. Although marketing plans may not always lead to such achievement, a solid plan will help coordinate the efforts of a marketing team and direct a firm's activities toward its goals.

Today's recession-ridden marketplace is certainly no place for any firm to be without a comprehensive marketing plan. Firms must analyze the situation, set the objectives, research the market, and determine the strategy to do the job. These simple steps in the marketing plan will provide a practical guideline that can set a firm on the path to success.

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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	May 1980	April 1980	May 1979	Percent Change May 1980 from April 1980	Percent Change May 1980 from May 1979
Total Civilian Labor Force (by place of residence)[a]	1,456.8	1,444.4	1,403.9	0.9	3.6
Unemployment	53.0	52.1	44.4	1.7	19.4
Unemployment Rate (percent)	3.6	3.6	3.2	—	—
Employment	1,403.8	1,392.3	1,359.5	0.8	3.3
Nonagricultural Wage and Salary	1,252.6	1,252.7	1,208.5	– 0.8	3.7
Agricultural	40.0	32.3	40.5	23.8	– 1.2
Self-employed, unpaid family and domestics	111.2	107.3	110.5	3.6	0.6
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,251.8	1,251.0	1,207.7	0.1	3.7
Mining	32.6	32.2	29.5	1.2	10.5
Metallic Minerals	10.8	10.6	10.1	1.9	6.9
Bituminous Coal, Lignite and Nonmetallic	5.9	5.9	5.6	0.0	5.4
Oil and Gas Extraction	15.8	15.7	13.8	0.6	14.5
Contract Construction	79.4	78.9	77.8	0.6	2.1
Manufacturing	181.9	183.0	177.3	– 0.6	2.6
Lumber, Wood Products and Furniture	7.4	7.5	7.7	– 1.3	– 3.9
Stone, Clay, Glass and Concrete Products	11.8	11.8	11.4	0.0	3.5
Primary and Fabricated Metals	19.6	20.1	19.9	– 2.5	– 1.5
Machinery, Except Electrical	28.0	28.4	25.7	– 1.4	9.0
Electric and Electronic Equipment	15.9	15.9	13.2	0.0	20.5
Transportation Equipment	11.7	11.8	10.9	– 0.8	7.3
Other Durable Goods	23.9	24.1	24.1	– 0.8	– 0.8
Food and Kindred Products	24.2	24.0	24.8	0.8	– 2.4
Textiles and Apparel	3.6	3.5	3.8	2.9	– 5.3
Paper and Allied Products	2.0	2.0	2.0	0.0	0.0
Printing and Publishing	15.7	15.7	15.1	0.0	4.0
Chemicals and Allied Products	6.6	6.5	6.2	1.5	6.5
Other Nondurable Goods	11.5	11.7	12.3	– 1.7	– 6.5
Finance, Insurance and Real Estate	77.7	77.6	73.5	0.1	5.7
Banking	19.5	19.4	18.5	0.5	5.4
Credit Agencies Other than Banks	12.0	12.0	11.3	0.0	6.2
Insurance Carriers, Agents and Brokers	20.1	20.1	19.0	0.0	5.8
Real Estate and Combination Offices	22.0	22.0	21.1	0.0	4.3
Other Finance, Insurance and Real Estate	4.1	4.1	3.7	0.0	10.8
Transportation and Public Utilities	77.0	76.6	74.3	0.5	3.6
Railroad Transportation	7.8	7.7	7.4	1.3	5.4
Trucking and Warehousing	15.8	15.9	16.5	– 0.6	– 4.2
Air Transportation	13.1	13.1	11.2	0.0	17.0
Other Transportation	6.0	5.9	5.4	1.7	11.1
Communications, Electric, Gas and Sanitary Services	34.3	34.0	33.8	0.9	1.5
Trade	302.3	301.6	297.2	0.2	1.7
Wholesale Trade	73.7	73.8	71.8	– 0.1	2.7
Retail Trade	228.5	227.8	225.3	0.3	1.4
Services	251.3	252.3	236.3	– 0.4	6.4
Lodging and Combination Lodging/Eating Places	22.1	21.8	21.2	1.4	4.3
Personal Services	13.0	13.4	12.7	– 3.0	2.4
Business Services	46.7	46.7	42.8	0.0	9.1
Auto and Miscellaneous Repair Services	14.4	14.4	13.0	0.0	10.8
Amusements and Recreation	14.8	16.5	13.8	–10.3	7.3
Health Services	63.6	63.4	61.1	0.3	4.1
Educational Services	9.2	9.2	8.0	0.0	15.0
Membership Organizations	20.8	20.8	20.6	0.0	1.0
Other Services	46.6	46.3	43.0	0.7	8.4
Government	249.5	248.7	241.9	0.3	3.1
Federal	57.4	56.6	50.6	1.4	13.4
State	59.9	60.7	59.1	– 1.3	1.4
Local	132.1	131.4	132.1	0.5	0.0

	May 1980	April 1980	May 1979	Percent Change May 1980 from April 1980	Percent Change May 1980 from May 1979
Average Weekly Hours					
Construction	36.9	37.3	35.4	– 1.1	4.2
Manufacturing	39.1	39.1	38.6	0.0	1.3
Nondurable Goods	38.5	38.7	38.6	– 0.5	– 0.3
Durable Goods	39.4	39.4	38.6	0.0	1.0
Average Weekly Earnings ($)					
Construction	386.71	383.82	339.84	0.8	13.8
Manufacturing	279.17	280.35	257.85	– 0.4	8.3
Nondurable Goods	276.81	279.03	260.16	– 0.8	6.4
Durable Goods	280.53	282.10	256.30	– 0.6	9.5
Initial Unemployment Claims (000)	15.7	18.4	9.4	–14.7	67.0
Bankruptcies, All Types (number)	483	457	352	5.7	37.2
Total State Revenue ($000)	270,820	315,006	292,849	–14.0	– 7.5
Total State Expenditures ($000)	251,296	264,285	201,570	– 4.9	24.7
Crude Oil Production (thous. bbls.)	2,413	2,443r	2,793	– 1.2	–13.6
Dry Gas Production (mil. cu. ft.)	10,985	11,091r	10,620	– 1.0	3.4
Coal Production (thous. tons)	1,177.3	1,176.9	1,502.6	0.0	–21.6
New Oil and Gas Wells (number)	163	118	107	38.1	52.3
Natural Gas Used (bil. cu. ft.)	15.3	20.4	15.8	–25.0	– 3.2
Electrical Power Sales (mil. kwh)					
Residential	442.5*	525.1	416.0	–15.7	6.4
Nonresidential	906.7*	938.4	895.1	– 3.4	1.3
New Construction, 52 cities					
Residential permits (number)	503*	487r	1,796	3.3	–72.0
Residential value ($000)	22,003*	26,533r	80,153	–17.1	–72.5
Nonresidential permits (number)	108*	154r	182	–29.9	–40.7
Nonresidential value ($000)	25,354*	52,081r	33,377	–51.3	–24.0
Highway Contractor Payments ($000)	7,467	11,930	12,290	–37.4	–39.2
Ordinary Life Insurance Sales ($000)	547,177	506,811	471,419r	8.0	16.1
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	4,444	4,713	4,438	– 5.7	0.1
Time and Savings ($000,000)	6,642	6,599	6,146	0.7	8.1
Savings and Loan Net New Savings ($000)	79,100	58,200	35,900r	35.9	120.3
National Park Visits—9 areas (000)[b]	408.0	187.6	304.8	117.5	33.9
Motor Vehicle Title Applications (000)	98.7	83.1	88.2	18.8	11.9
Highway Vehicle Traffic Counts at Border Stations (daily average)	36,912	30,669	35,116[d]	20.4	5.1
Air Passengers, Stapleton (000)[c]	1,565	1,555	1,324	0.6	18.2
Air Freight and Air Express, Stapleton (thous. lbs.)	18,803	21,074	17,327	– 10.8	8.5
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	63.90	62.30	75.10	2.6	–14.9
Lambs (per cwt)	61.40	59.30	69.00	3.5	–11.0
Wheat (per bu.)	3.24	3.21	2.93	0.9	10.6
Corn (per bu.)	2.36	2.24	2.33	5.4	1.3
Potatoes (per cwt)	3.00	2.70	1.90	11.1	57.9
Wool (per lb.)	.81	.89	.81	– 9.0	0.0

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC's). Previously reported data was on a March 1978 benchmark. Thus, this data is not comparable to that published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines and charter passengers.

[d] One station out of service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	May 1980	April 1980	May 1979
ALAMOSA (1978 pop. 8,000)			
Electric Power (kwh) . . .	2,480	3,132	2,990
Deposits ($)—Demand .	19,571	20,369	21,314
(2 of 2 banks)—T&S . .	18,972	18,661	16,964
Constr. ($)—Res.	0	75	140
—Nonres. . . .	0	21	0
ARVADA (1979 pop. 85,300)			
Electric Power (kwh) . . .	25,371	26,350	22,765
Deposits ($)—Demand .	35,539	35,292	26,116
(3 of 4 banks)—T&S . .	34,631	35,219	35,839
Constr. ($)—Res.	696	500	3,380
—Nonres. . . .	514	40	0
ASPEN (1978 pop. 7,500)			
Electric Power (kwh) . . .	3,428	5,827	4,713
Deposits ($)—Demand .	12,105	14,644	16,606
(1 of 2 banks)—T&S . .	24,159	24,677	24,716
Constr. ($)—Res.	n.r.	160r	598
—Nonres. . . .	n.r.	925r	300
AURORA (1979 pop. 151,900)			
Electric Power (kwh). . .	67,260	65,502	59,125
Deposits ($)—Demand .	40,593	41,691	42,639
(4 of 9 banks)—T&S . .	62,450	61,685	56,231
Constr. ($)—Res.	3,216	5,793	13,712
—Nonres. . . .	2,232	5,519	1,367
BOULDER (1979 pop. 90,900)			
Electric Power (kwh) . . .	47,215	49,650	45,018
Deposits ($)—Demand .	144,653	149,034	141,387[e]
(7 of 8 banks)—T&S . .	237,212	234,296	242,260[e]
Constr. ($)—Res.	113	566	1,246
—Nonres. . . .	3,359	300	2,404
BRIGHTON (1979 pop. 12,000)			
Electric Power (kwh) . . .	3,891	4,345	3,863
Deposits ($)—Demand .	18,554	24,497	20,378
(2 of 2 banks)—T&S . .	27,823	30,508	28,251
Constr. ($)—Res.	94	76	326
—Nonres. . . .	0	34	1,450
BROOMFIELD (1979 pop. 23,200)			
Electric Power (kwh) . . .	8,626	9,050	8,310
Deposits ($)—Demand .	14,802	16,192	14,985
(2 of 2 banks)—T&S . .	23,799	23,294	21,125
Constr. ($)—Res.	104	249	1,113
—Nonres. . . .	33	255	0
BRUSH (1978 pop. 4,200)[a]			
Electric Power (kwh) . . .	1,906	2,072	1,713
Deposits ($)—Demand .	12,489	10,766	12,713
(2 of 2 banks)—T&S . .	37,178	35,467	28,791
CANON CITY (1978 pop. 14,215)			
Electric Power (kwh) . . .	21,085	24,650	22,103
Deposits ($)—Demand .	20,836	21,888	21,445
(3 of 3 banks)—T&S . .	56,922	54,566	47,643
Constr. ($)—Res.	140	276	322
—Nonres. . . .	0	14	24
COLORADO SPRINGS (1978 pop. 201,700)			
Electric Power (kwh) . . .	138,886	138,413	137,132
Deposits ($)—Demand .	271,082	268,133	279,461
(15 of 17 banks)—T&S	486,756	483,755	446,180
Constr. ($)—Res.[b]	5,063	4,585	13,033
—Nonres. . . .	3,474	11,701	5,931
COMMERCE CITY (1979 pop. 16,000)			
Electric Power (kwh) . . .	19,329	18,378	19,056
Deposits ($)—Demand .	9,482	9,289	9,691
(1 of 1 bank)—T&S . . .	14,927	14,308	10,026
Constr. ($)—Res.	430	121	331
—Nonres. . . .	53	1,535	0
CORTEZ (1978 pop. 8,200)			
Electric Power (kwh) . . .	3,113	3,524	2,842
Deposits ($)—Demand .	14,006	14,237	16,894
(2 of 2 banks)—T&S . .	33,810	32,230	30,559
Constr. ($)—Res.	167	1,547	10
—Nonres. . . .	0	39	30
CRAIG (1977 pop. 6,677)			
Electric Power (kwh) . . .	4,870	5,605	4,582
Deposits ($)—Demand .	16,680	17,527	16,933
(2 of 2 banks)—T&S . .	34,746	33,253	30,216
Constr. ($)—Res.	26	50	851
—Nonres. . . .	0	320	227
DENVER (1979 pop. 527,800)			
Electric Power (kwh) . . .	297,153	310,132	287,169
Deposits ($)—Demand .	2,268,124	2,441,200	2,191,963
(31 of 34 banks)—T&S	2,635,961	2,648,353	2,478,881
Constr. ($)—Res.	2,509	1,986	16,415
—Nonres. . . .	7,071	15,323	10,732
DURANGO (1978 pop. 14,100)			
Electric Power (kwh) . . .	6,036	5,712	5,389
Deposits ($)—Demand .	29,662	32,568	31,871
(3 of 3 banks)—T&S . .	59,813	58,922	52,383
Constr. ($)—Res.	123	182	309
—Nonres. . . .	51	0	7
ENGLEWOOD (1979 pop. 33,000)			
Electric Power (kwh) . . .	18,024	20,157	18,212
Deposits ($)—Demand .	110,938	108,871	109,616
(5 of 5 banks)—T&S . .	173,016	167,141	158,309
Constr. ($)—Res.	40	0	111
—Nonres. . . .	1,264	2,731	206
ESTES PARK (1976 pop. 2,127)			
Electric Power (kwh) . . .	4,250	4,435	3,314
Deposits ($)—Demand .	7,195	6,879	9,138
(2 of 2 banks)—T&S . .	19,690	18,992	18,548
Constr. ($)—Res.	0	0	56
—Nonres. . . .	0	0	13
FORT COLLINS (1977 pop. 67,100)			
Electric Power (kwh) . . .	32,874	34,857	26,878
Deposits ($)—Demand .	108,189	112,752	107,289
(6 of 6 banks)—T&S . .	207,276	207,199	194,570
Constr. ($)—Res.	1,608	2,015	1,840
—Nonres. . . .	0	188	638
FORT MORGAN (1976 pop. 8,582)			
Electric Power (kwh) . . .	6,038	7,440	6,106
Deposits ($)—Demand .	20,959	21,294	21,651
(2 of 2 banks)—T&S . .	52,608	53,810	48,687
Constr. ($)—Res.	156	123	148
—Nonres. . . .	0	0	61
GLENWOOD SPRINGS (1977 pop. 4,091)			
Electric Power (kwh) . . .	n.r.	3,966	3,437
Deposits ($)—Demand .	27,406	28,099	28,108
(2 of 2 banks)—T&S . .	56,770	56,361	48,682
Constr. ($)—Res.	327	140	538
—Nonres. . . .	1,900	165	0
GOLDEN (1979 pop. 14,900)			
Electric Power (kwh) . . .	5,667	5,667	4,952
Deposits ($)—Demand .	35,997	36,215	34,426
(2 of 2 banks)—T&S . .	63,769	63,291	57,443
Constr. ($)—Res.	24	42	549
—Nonres. . . .	52	0	0
GRAND JUNCTION (1977 pop. 30,245)			
Electric Power (kwh) . . .	15,122	15,246	14,275
Deposits ($)—Demand .	111,799	107,361	96,303
(5 of 5 banks)—T&S . .	171,587	167,024	143,657
Constr. ($)—Res.	1,244	151	660
—Nonres. . . .	371	410	595
GREELEY (1977 pop. 58,900)			
Electric Power (kwh) . . .	20,654	24,739	19,227
Deposits ($)—Demand .	89,075	88,508	100,765
(7 of 7 banks)—T&S . .	253,272	258,475	235,306
Constr. ($)—Res.	388	374	1,712
—Nonres. . . .	504	73	144
GUNNISON (1978 pop. 6,000)			
Electric Power (kwh) . . .	3,139	3,545	3,019
Deposits ($)—Demand .	12,480	13,380	12,898
(2 of 2 banks)—T&S . .	23,398	22,581	20,221
Constr. ($)—Res.	0	0	0
—Nonres. . . .	41	23	0
LA JUNTA (1976 pop. 8,700)			
Electric Power (kwh) . . .	3,844	4,017	4,294
Deposits ($)—Demand .	17,134	19,033	15,244
(1 of 2 banks)—T&S . .	20,159	20,274	[illegible]
Constr. ($)—Res.	0	40	
—Nonres. . . .	0	0	

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LOCAL BUSINESS CONDITIONS—Continued

	May 1980	April 1980	May 1979
LAKEWOOD (1979 pop. 134,400)			
Electric Power (kwh) ...	46,787	49,852	46,214
Deposits ($)—Demand .	128,727	146,065	142,912r[f]
(4 of 8 banks)—T&S ..	223,919	217,115	220,374r[f]
Constr. ($)—Res.	1,895	3,228	1,931
—Nonres. ...	822	10,622	3,471
LAMAR (1976 pop. 8,500)			
Electric Power (kwh) ...	4,813	4,827	5,052
Deposits ($)—Demand .	14,803	15,825	15,730
(2 of 2 banks)—T&S ..	29,487	28,667	24,175
Constr. ($)—Res.	28	0	91
—Nonres. ...	0	21	0
LITTLETON (1979 pop. 34,100)			
Electric Power (kwh) ...	15,618	16,591	16,013
Deposits ($)—Demand .	53,710	78,854	59,624r
(3 of 3 banks)—T&S ..	104,686	98,456	97,376r
Constr. ($)—Res.	637	331	1,718
—Nonres. ...	0	0	734
LONGMONT (1979 pop. 45,200)			
Electric Power (kwh) ...	22,760	19,196	17,712
Deposits ($)—Demand .	50,432	49,555	53,524
(5 of 5 banks)—T&S ..	97,538	94,799	88,615
Constr. ($)—Res.	155	512	2,322
—Nonres. ...	712	0	1,216
LOVELAND (1978 pop. 31,986)			
Electric Power (kwh) ...	18,907	15,023	14,493
Deposits ($)—Demand .	38,914	38,628	41,161
(4 of 4 banks)—T&S ..	77,597	73,330	67,587
Constr. ($)—Res.	165	42	4,007
—Nonres. ...	0	0	375
MANITOU SPRINGS (1978 pop. 4,900)[c]			
Electric Power (kwh) ...	1,187	1,290	1,156
Deposits ($)—Demand .	3,261	3,433	3,526
(1 of 1 bank)—T&S ...	6,205	6,106	5,835
MONTROSE (1976 pop. 8,500)[d]			
Deposits ($)—Demand .	25,395	29,194	33,898
(2 of 3 banks)—T&S ..	45,479	44,867	41,261
Constr. ($)—Res.	55	249	494
—Nonres. ...	0	0	396
NORTHGLENN (1979 pop. 33,000)			
Electric Power (kwh) ...	9,638	10,245	9,769
Deposits ($)—Demand .	29,481	23,135	21,611
(2 of 2 banks)—T&S ..	31,226	30,032	28,748
Constr. ($)—Res.	0	115	455
—Nonres. ...	165	130	0
PUEBLO (1976 pop. 105,000)			
Electric Power (kwh) ...	45,337	47,991	45,397
Deposits ($)—Demand .	113,474	131,063	119,508
(7 of 8 banks)—T&S ..	191,706	196,206	178,042
Constr. ($)—Res.	113	73	4,245
—Nonres. ...	113	222	1,036
ROCKY FORD (1976 pop. 5,250)			
Electric Power (kwh) ...	4,418	5,042	5,076
Deposits ($)—Demand .	7,064	8,080	8,827
(2 of 2 banks)—T&S ..	8,245	7,586	7,256
$)—Res.	0	0	20
—Nonres. ...	0	0	0
SALIDA (1978 pop. 5,354)			
Electric Power (kwh) ...	1,513	1,657	1,465
Deposits ($)—Demand .	9,508	9,118	10,916
(2 of 2 banks)—T&S ..	22,171	22,410	19,578
Constr. ($)—Res.	0	0	80
—Nonres. ...	0	0	0
STERLING (1978 pop. 11,500)			
Electric Power (kwh) ...	5,494	5,861	5,185
Deposits ($)—Demand .	31,527	32,061	32,982
(3 of 3 banks)—T&S ..	81,228	79,445	71,525
Constr. ($)—Res.	48	44	982
—Nonres. ...	0	0	0
THORNTON (1979 pop. 37,000)			
Electric Power (kwh) ...	13,986	15,637	12,192
Deposits ($)—Demand .	12,127	12,226	12,154
(1 of 1 bank)—T&S ...	9,241	8,977	8,872
Constr. ($)—Res.	532	1,492	1,619
—Nonres. ...	0	797	185
TRINIDAD (1976 pop. 10,000)			
Electric Power (kwh) ...	2,981	2,944	2,736
Deposits ($)—Demand .	14,357	14,742	14,367
(2 of 2 banks)—T&S ..	27,010	26,472	23,824
Constr. ($)—Res.	402	0	119
—Nonres. ...	0	393	780
WALSENBURG (1976 pop. 4,600)			
Electric Power (kwh) ...	1,232	1,246	1,142
Deposits ($)—Demand .	5,260	5,301	4,999
(1 of 1 bank)—T&S ...	12,274	12,386	11,784
Constr. ($)—Res.	36	28	53
—Nonres. ...	0	0	0
WESTMINSTER (1979 pop. 54,300)			
Electric Power (kwh) ...	18,213	18,355	15,595
Deposits ($)—Demand .	31,658	32,684	30,375
(2 of 2 banks)—T&S ..	40,193	39,552	35,113
Constr. ($)—Res.	608	827	3,959
—Nonres. ...	2,624	54	692
WHEAT RIDGE (1979 pop. 38,000)			
Electric Power (kwh) ...	22,810	22,754	20,782
Deposits ($)—Demand .	20,511	20,729	21,322
(2 of 2 banks)—T&S ..	32,559	32,567	31,322
Constr. ($)—Res.	69	44	187
—Nonres. ...	0	13	178

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Eight banks reporting.
[f] Seven banks reporting.

NOTES: Population figures are estimates from regional council of governments and individual cities.
T&S—Time and Savings Deposits
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIII, Number 10, October 1980

DEC 0 4 1980

Private Choices, Public Strategies: Growth, Development, and Investments, Colorado, 1980-2000

ROY ROMER

INTRODUCTION

In March, 1980, 22 representatives of government and private organizations, under the aegis of Governor Lamm's Blue Ribbon Panel, completed a two-volume report entitled, "Private Choices, Public Strategies: Growth, Development, and Investments, Colorado, 1980-2000." In creating this panel, Governor Lamm charged it with four major questions:

1. What economic and demographic growth patterns are likely in Colorado for the next 20 years?
2. What major private investments will spur growth in Colorado?
3. What public investments will be required to keep pace with private sector growth and to maintain a reasonable quality of life?
4. What are the approximate costs of these investments and what are appropriate funding sources?

The panel's report constitutes the first step in a dialogue between public and private sectors and includes the following: (1) an economic and demographic forecast which can be updated annually, (2) projections of long-term government expenditures, (3) estimates of the public and private investment needs for the next 20 years, (4) a proposed framework for continuing the current dialogue and addressing those issues which can only be solved by private and public sectors in partnership, and (5) specific recommendations on major issues. The report's first volume responds generally to the questions posed by Governor Lamm. Volume II contains charts and technical data related to the analysis.

LIMITATIONS

Given the general nature of the report, it is important to note its self-imposed limitations. The report does not contain an itemized list or a complete analysis of specific investment needs, their relative priorities, costs, and benefits. Nor have the panel

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members attempted to define what "ought to be" for Colorado. Rather, they have attempted a first step toward identifying the major public and private investments needed to assure a stable economic and social future. The report reflects an exploration of issues, not a prescription for Colorado.

PANEL MEMBERS

Two aspects of the panel's work may eventually be recognized as more important than the findings themselves. First, membership on the Blue Ribbon Panel was drawn from both the public and private sectors. This type of mutual effort is imperative to the future welfare of Colorado and its citizens. A free and prompt exchange of information is in the best interests of both public and private sectors. Without this cooperative exchange, the costs of growth —economic, social, and environmental—will be much greater for all concerned.

The following individuals served on the panel: William K. Coors and Roy Romer, co-chairmen; Lucius Ashby, William Blackburn, Kenneth Bueche, Ralph Cox, Dr. Doris Drury, Charles Gates, Richard Hanselman, Cecil Hernandez, Robert Jackson, Kenneth Johnson, Governor Stephen McNichols, Kenneth Monfort, LaRae Orullian, Norman Pledger, Melvin Roberts, Glen Ryland, Bruce Shepard, Felix Sparks, Richard Walker, and Lucien Wulsin.

PLANNING

A second important aspect of the panel's work is the recognition of the value of planning itself. Through this document, the panel and the readers begin to come to grips with the thorny questions of planning. While recognizing the weaknesses inherent in planning —it is almost by definition inexact and incorrect— the report clearly and correctly states that the costs of growth and development will be paid by someone at some time *and* that the costs ultimately will be much higher if left unplanned. Thus the frustration arising from the inexactness of planning and forecasting is more than overcome by the economic, social, and environmental costs of unplanned, haphazard development. One further advantage of planning is that it makes the trade-offs, costs, and negative aspects of growth and development more explicit and consequently allows for rational choices to be made and mitigation procedures to be effected.

SUMMARY OF REPORT

The following is drawn from the summary of the Blue Ribbon Panel's study.

Growth

The report finds that Colorado's growth will continue at a robust rate. The state's population is expected to increase by 1.5 million people by the year 2000 and almost 1 million new jobs will be added. Approximately 80% of the growth will be located along the Front Range, with most of the remainder located on the Western Slope. The state's rate of growth is expected to continue to be higher than the nation's, although the margin of difference will diminish over the period. Other major demographic changes will be an increased median age, fewer young people (ages 15-24) to enter the labor force, and consequently a tighter labor market with a reduction in the unemployment rate. Rapid increases in the young adult age categories (ages 25-44) will create a strong demand for housing through the 1980s, and construction activity should be vigorous. Energy and mineral development will be the fastest growing sector of the Colorado economy and trade and services will employ an increasing proportion of the labor force in the next two decades. Agriculture and government employment, on the other hand, will show relative declines in the percentage of the state's work force. Agriculture may show an especially steep decline during the period as the Ogallala aquifer is depleted. Agriculture may be further affected due to the increased urban and industrial competition for water, land, and labor. The report's conclusions highlight four future demographic and economic trends: an increasing dependence on Colorado to supply both national and regional energy needs; an emerging labor shortage; population growth and resultant problems in the Front Range and on the Western Slope; and increased pressure on physical and human resources, particularly land, water, occupational education, community facilities and transportation systems.

Roy Romer is Colorado State Treasurer and Co-Chairman of Governor Lamm's Blue Ribbon Panel.

Costs

The projected future growth will incur costs to state government. With the expected increases in population and real personal income, the General Fund revenue is forecasted to grow at 10.7% annually and the General Fund's share of state budget expenditures is expected to grow at 8.8% annual rate. Continued high inflation could, however, force either higher levels of expenditures or reductions in services. Assuming no new tax exemptions, tax cuts, or program expansion, General Fund money available for capital investment could grow to $7.7 billion (in constant 1979 dollars) by the year 2000. While the General Fund is projected to show sizable accumulations through the period, the Highway Users Tax Fund (HUTF) is in a less enviable position. As a result of lessened gasoline consumption, the HUTF is reduced while at the same time the cost of construction and maintenance is increasing. Assuming current tax rates, the HUTF will support only about 20-25% of current activity by the year 2000. Social services funded by the General Fund will likely stabilize for children and young adults and services directed toward an aging population will grow most rapidly. These latter services are expected to register workload increases of 40-50% over the next 20 years. In all, most social service programs will remain relatively stable, but General Fund dollars will fund a larger proportion of the services due to slower growth in federal spending. Elementary and secondary education enrollments are projected to be stable statewide in the 1980s and to grow in the 1990s. Projected higher education enrollments would not exceed the level reached in 1975. But these figures are presented on a statewide basis, not all areas within the state will experience similar conditions or rates of change. The rapidly growing Front Range and Western Slope areas are likely to contain localities having higher rates of demand for social and educational services. Due to the rapidity of growth, these areas may not be able to afford the services required.

Investments

Investment projections were developed consistent with the economic, demographic and inflation forecasts. The projections extrapolate present consumption into the future, but do not take into account changes in efficiency, conservation, technology or life-style. An analysis of the growth-induced investment demands indicate that state and local investment requirements will exceed $15 billion in constant 1979 dollars. This compares to $7.7 billion projected funds available from the State General Fund. Consequently, the demands will likely be funded from a mixture of public funds, user fees, and private funds.

Total investment demands on the public and private sectors relating to the general welfare and way of life of Colorado citizens are estimated to exceed $75 billion over the next two decades. Approximately 70% of this requirement will be for public and private housing.

Transportation is considered the most pressing area of public investment. Highway maintenance and repair, interstate construction, railroad grade crossing, mass transit, and airport facilities must all be viewed together in determining priorities for a viable transportation system. Highway investment problems are compounded by the slowdown in revenues to the highway users tax fund.

Power-generating capacity will barely match demand. Without new capital, brownouts and blackouts are likely by the late 1980s.

Serious concern was expressed that a drought will inevitably occur during the next 20 years. By 1990, the state will have appropriated 100% of its raw water allocation and irrigated agriculture will have peaked. Conversion of agricultural water to municipal and industrial use will continue, given the priorities of water use.

A severe lack of housing may cause mobile home sprawl along the Front Range and the Western Slope. A lack of low and moderate housing will result in substandard housing conditions. Housing construction will also be plagued by the lack of adequate water and sewage treatment facilities.

Finally, many of the state buildings and facilities are in serious disrepair. Of the state's over 31 million square feet, 4.1 million square feet are 50 years old or more. No systematic maintenance and refurbishing program is currently in place.

Findings

The evidence is clear that Colorado will continue to experience dynamic growth. Our choice is not whether we will grow, but how we choose to shape the quality of that growth. If we are to maintain a strong and balanced economy, we cannot become overly dependent on the energy industry. We need to maintain a diversified economy. Farmers and ranchers, who have much to offer in terms of maintaining Colorado's life-style, are especially vulnerable to the increasing costs of obtaining adequate land, water, labor, energy, and other agricultural inputs.

The conservation ethic must dominate our private choices and public strategies. Conservation, efficiency, productivity, and self-reliance will become the criteria for evaluating our actions over the next two decades. Our future depends upon the speed with which we renew our commitment to these goals. Major public and private investments must be made if we are to maximize the benefits of growth for all Coloradans and accommodate the changes in life-style facing us.

The following five investments were deemed to be of high priority during the next five years:

1. Mass transit, including public commuter transportation, and the long-term adequate financing of the highway user system, Denver metro and regional air transportation, an efficient and convenient rail traffic pattern.
2. Generation of dependable electric power.
3. Water conservation and distribution.
4. Community infrastructure (schools, roads, water, sewers, etc.) especially in rapid growth areas.
5. Maintenance and refurbishment of existing public buildings.

Recommendations

The Blue Ribbon Panel made four recommendations as follows:

1. For planning purposes, the state should adopt uniform economic and demographic growth forecasts similar to those developed by the panel. The forecasts and underlying assumptions should be revised annually with the involvement of affected state agencies and the private sector.

2. The state government should create a forum for public and private investment coordination and public capital budgeting. This forum should consist of representatives of the private sector, public interests, local governments, and state government. This forum should report annually to the legislature and the public on investment priorities. It should also devise new uses for such policy tools as capital investments, tax and regulatory policies.

3. The state should set aside at least $400 million of the General Fund surplus over the next five years, with a minimum of $100 million this year, for the purpose of beginning to fund necessary capital investments.

4. An interim committee of the legislature, the executive branch of state government, and the Blue Ribbon Panel (or its successor) should be established to recommend appropriate financing methods to be adopted by the state for meeting the necessary capital investment requirements of the next 20 years.

Copies of the report are available from Roy Romer, Co-Chairman, Blue Ribbon Panel, 140 State Capitol Building, Denver, Colorado 80203.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

				Percent Change June 1980 from	
	June 1980	May 1980	June 1979	May 1980	June 1979
Total Civilian Labor Force (by place of residence)[a]	1,481.2	1,456.8	1,440.9	1.7	2.8
Unemployment	60.5	53.0	48.0	14.2	26.0
Unemployment Rate (percent)	4.1	3.6	3.3	—	—
Employment	1,420.7	1,403.8	1,392.9	1.2	2.0
Nonagricultural Wage and Salary	1,260.3	1,252.6	1,230.8	0.6	2.4
Agricultural	48.8	40.0	49.4	22.0	– 1.2
Self-employed, unpaid family and domestics	111.6	111.2	112.7	0.4	– 1.0
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,258.8	1,251.8	1,229.5	0.6	2.4
Mining	33.6	32.6	30.6	3.1	9.8
Metallic Minerals	11.2	10.8	10.5	3.7	6.7
Bituminous Coal, Lignite and Nonmetallic	6.0	5.9	5.7	1.7	5.3
Oil and Gas Extraction	16.4	15.8	14.3	3.8	14.7
Contract Construction	81.7	79.4	83.9	2.9	– 2.6
Manufacturing	183.2	181.9	180.4	0.7	1.6
Lumber, Wood Products and Furniture	7.6	7.4	8.1	2.7	– 6.2
Stone, Clay, Glass and Concrete Products	11.9	11.8	11.6	0.9	2.6
Primary and Fabricated Metals	19.5	19.6	20.1	– 0.5	– 3.0
Machinery, Except Electrical	28.1	28.0	26.3	0.4	6.8
Electric and Electronic Equipment	15.9	15.9	13.5	0.0	17.8
Transportation Equipment	11.9	11.7	11.0r	1.7	8.2
Other Durable Goods	24.0	23.9	24.6	0.4	– 2.4
Food and Kindred Products	24.8	24.2	25.4	2.5	– 2.4
Textiles and Apparel	3.7	3.6	3.9	2.8	– 5.1
Paper and Allied Products	2.0	2.0	2.0	0.0	0.0
Printing and Publishing	15.7	15.7	15.1	0.0	4.0
Chemicals and Allied Products	6.7	6.6	6.2	1.5	8.1
Other Nondurable Goods	11.4	11.5	12.5	– 0.9	– 8.8
Finance, Insurance and Real Estate	78.0	77.7	74.7	0.4	4.4
Banking	19.6	19.5	18.7	0.5	4.8
Credit Agencies Other than Banks	12.0	12.0	11.5	0.0	4.4
Insurance Carriers, Agents and Brokers	20.2	20.1	19.1	0.5	5.8
Real Estate and Combination Offices	22.1	22.0	21.6	0.5	2.3
Other Finance, Insurance and Real Estate	4.2	4.1	3.7	2.4	13.5
Transportation and Public Utilities	77.2	77.0	76.9	0.3	0.4
Railroad Transportation	7.7	7.8	7.6	– 1.3	1.3
Trucking and Warehousing	15.8	15.8	17.1	0.0	– 7.6
Air Transportation	13.0	13.1	12.7	– 0.8	2.4
Other Transportation	6.1	6.0	5.6	1.7	8.9
Communications, Electric, Gas and Sanitary Services	34.6	34.3	34.0	0.9	1.8
Trade	305.8	302.3	300.6	1.2	1.7
Wholesale Trade	74.0	73.7	72.8	0.4	1.7
Retail Trade	231.8	228.5	227.9	1.4	1.7
Services	256.0	251.3	244.6	1.9	4.7
Lodging and Combination Lodging/Eating Places	23.4	22.1	23.2	5.9	– 1.7
Personal Services	13.2	13.0	12.7	1.5	3.9
Business Services	47.3	46.7	44.5	1.3	6.3
Auto and Miscellaneous Repair Services	14.4	14.4	13.3	0.0	8.3
Amusements and Recreation	16.5	14.8	15.6	11.5	5.8
Health Services	64.2	63.6	61.7	0.9	4.1
Educational Services	8.6	9.2	7.9	– 6.5	8.9
Membership Organizations	21.0	20.8	21.3	1.0	– 1.4
Other Services	47.4	46.6	44.4	1.7	6.8
Government	243.2	249.5	237.6	– 2.5	2.4
Federal	55.3	57.4	52.6	– 3.7	5.1
State	53.5	59.9	52.9	–10.7	1.1
Local	134.3	132.1	132.1	1.7	1.7

	June 1980	May 1980	June 1979	Percent Change June 1980 from May 1980	Percent Change June 1980 from June 1979
Average Weekly Hours					
Construction	37.6	36.9	37.8	1.9	− 0.5
Manufacturing	39.2	39.1	39.5	0.3	− 0.8
Nondurable Goods	38.5	38.5	39.1	0.0	1.5
Durable Goods	39.7	39.4	39.8	0.8	− 0.3
Average Weekly Earnings ($)					
Construction	392.54	386.71	364.01	1.5	7.8
Manufacturing	280.67	279.17	266.23	0.5	5.4
Nondurable Goods	277.20	276.81	264.32	0.1	4.9
Durable Goods	283.06	280.53	267.85	0.9	5.7
Initial Unemployment Claims (000)	15.1	15.7	9.9	− 3.8	52.5
Bankruptcies, All Types (number)	499	483	355	3.3	40.6
Total State Revenue ($000)	444,644	270,820	369,201	64.2	20.4
Total State Expenditures ($000)	387,434	251,296	408,145	54.2	− 5.1
Crude Oil Production (thous. bbls.)	2,438	2,502r	2,665	− 2.6	− 8.5
Dry Gas Production (mil. cu. ft.)	10,470	11,766r	10,525	−11.0	− 0.5
Coal Production (thous. tons)	1,278.3	1,177.3	1,555.0r	8.6	−17.8
New Oil and Gas Wells (number)	159	163	152	− 2.5	4.6
Natural Gas Used (bil. cu. ft.)	10.5	15.3	12.2	−31.4	−13.9
Electrical Power Sales (mil. kwh)					
Residential	410.2*	442.5*	401.5	− 7.3	2.2
Nonresidential	957.1*	906.7*	970.1	5.6	− 1.3
New Construction, 52 cities					
Residential permits (number)	947*	503*	1,803	88.3	−47.5
Residential value ($000)	66,301*	22,003*	77,335	201.3	−14.3
Nonresidential permits (number)	146*	108*	173	35.2	−15.6
Nonresidential value ($000)	22,421*	25,354*	52,719	−11.6	−57.5
Highway Contractor Payments ($000)	16,488	7,467	11,327	120.8	38.7
Ordinary Life Insurance Sales ($000)	527,430	547,177	489,317r	− 3.6	7.8
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	4,795	4,448	4,462	7.8	7.5
Time and Savings ($000,000)	6,676	6,653	6,330	0.4	5.5
Savings and Loan Net New Savings ($000)	n.r.	79,100	105,930	—	—
National Park Visits—9 areas (000)[b]	876.1	408.0	805.1r	114.7	8.8
Motor Vehicle Title Applications (000)	77.4	98.7	106.2	−21.6	−27.1
Highway Vehicle Traffic Counts at Border Stations (daily average)	45,796	36,912	44,495[d]	24.1	2.9
Air Passengers, Stapleton (000)[c]	1,807	1,565	1,922r	15.5	− 6.0
Air Freight and Air Express, Stapleton (thous. lbs.)	20,279	18,803	18,609r	7.9	9.0
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	66.00	64.40r	71.00	2.5	− 7.0
Lambs (per cwt)	65.10	56.90r	68.00	14.4	− 4.3
Wheat (per bu.)	3.41	3.34r	3.41	2.1	0.0
Corn (per bu.)	2.36	2.36	2.51	0.0	− 6.0
Potatoes (per cwt)	n.a.	3.00	2.20	—	—
Wool (per lb.)	.82	.81	.81	1.2	1.2

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC's). Previously reported data was on a March 1978 benchmark. Thus, this data is not comparable to that published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines and charter passengers.

[d] One station out of service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	June 1980	May 1980	June 1979
ALAMOSA (1978 pop. 8,000)			
Electric Power (kwh) . . .	2,337	2,480	2,604
Deposits ($)—Demand .	20,206	19,571	20,918
(2 of 2 banks)—T&S . .	18,629	18,972	17,067
Constr. ($)—Res.	n.r.	0	103
—Nonres. . . .	n.r.	0	0
ARVADA (1979 pop. 85,300)			
Electric Power (kwh) . . .	25,825	25,371	23,316
Deposits ($)—Demand .	38,220	35,539	38,345
(3 of 4 banks)—T&S . .	35,170	34,631	36,836
Constr. ($)—Res.	2,070	696	2,146
—Nonres. . . .	505	514	532
ASPEN (1978 pop. 7,500)			
Electric Power (kwh) . . .	3,577	3,428	3,271
Deposits ($)—Demand .	12,194	12,105	17,192
(1 of 2 banks)—T&S . .	24,103	24,159	22,677
Constr. ($)—Res.	n.r.	n.r.	1,793
—Nonres. . . .	n.r.	n.r.	0
AURORA (1979 pop. 151,900)			
Electric Power (kwh) . . .	67,616	67,260	60,503
Deposits ($)—Demand .	44,211	40,593	41,739
(4 of 9 banks)—T&S . .	62,431	62,450	57,552
Constr. ($)—Res.	3,679	3,216	10,522
—Nonres. . . .	1,964	2,232	4,637
BOULDER (1979 pop. 90,900)			
Electric Power (kwh) . . .	45,547	47,215	43,973
Deposits ($)—Demand .	145,525	144,653	147,577[e]
(7 of 8 banks)—T&S . .	238,293	237,212	244,831[e]
Constr. ($)—Res.	n.r.	113	2,143
—Nonres. . . .	n.r.	3,359	1,052
BRIGHTON (1979 pop. 12,000)			
Electric Power (kwh) . . .	3,944	3,891	4,054
Deposits ($)—Demand .	18,639	18,554	22,657
(2 of 2 banks)—T&S . .	25,843	27,823	23,784
Constr. ($)—Res.	232	94	254
—Nonres. . . .	0	0	14
BROOMFIELD (1979 pop. 23,200)			
Electric Power (kwh) . . .	8,726	8,626	8,331
Deposits ($)—Demand .	17,176	14,802	15,198
(2 of 2 banks)—T&S . .	25,366	23,799	22,473
Constr. ($)—Res.	601	104	2,941
—Nonres. . . .	708	33	0
BRUSH (1978 pop. 4,200)[a]			
Electric Power (kwh) . . .	1,825	1,906	1,704
Deposits ($)—Demand .	13,064	12,489	13,660
(2 of 2 banks)—T&S	37,548	47,178	28,894
CANON CITY (1978 pop. 14,215)			
Electric Power (kwh) . . .	20,069	21,085	22,278
Deposits ($)—Demand .	21,176	20,836	20,435
(3 of 3 banks)—T&S . .	57,628	56,922	48,646
Constr. ($)—Res.	171	140	415
—Nonres. . . .	90	0	0
COLORADO SPRINGS (1978 pop. 201,700)			
Electric Power (kwh) . . .	142,628	138,886	135,400
Deposits ($)—Demand .	288,078	271,082	278,915
(15 of 17 banks)—T&S	481,035	486,756	460,147
Constr. ($)—Res.[b]	7,632	5,063	14,902
—Nonres. . . .	11,860	3,474	3,509
COMMERCE CITY (1979 pop. 16,000)			
Electric Power (kwh) . . .	19,714	19,329	19,144
Deposits ($)—Demand .	9,708	9,482	9,484
(1 of 1 bank)—T&S . . .	13,621	14,927	10,974
Constr. ($)—Res.	25	430	187
—Nonres. . . .	320	53	2,293
CORTEZ (1978 pop. 8,200)			
Electric Power (kwh) . . .	2,922	3,113	2,786
Deposits ($)—Demand .	14,753	14,006	18,336
(2 of 2 banks)—T&S . .	33,855	33,810	30,671
Constr. ($)—Res.	188	167	136
—Nonres. . . .	57	0	0
CRAIG (1977 pop. 6,677)			
Electric Power (kwh) . . .	4,368	4,870	4,398
Deposits ($)—Demand .	19,812	16,680	18,685
(2 of 2 banks)—T&S . .	33,781	34,746	30,575
Constr. ($)—Res.	152	26	1,113
—Nonres. . . .	0	0	165
DENVER (1979 pop. 527,800)			
Electric Power (kwh) . . .	311,966	297,153	301,019
Deposits ($)—Demand .	2,549,420	2,268,124	2,230,497
(31 of 34 banks)—T&S	2,673,210	2,635,961	2,622,392
Constr. ($)—Res.	25,014	2,509	8,534
—Nonres. . . .	1,696	7,071	20,404
DURANGO (1978 pop. 14,100)			
Electric Power (kwh) . . .	5,509	6,036	6,046
Deposits ($)—Demand .	32,179	29,662	33,763
(3 of 3 banks)—T&S . .	58,785	59,813	54,610
Constr. ($)—Res.	198	123	359
—Nonres. . . .	1,053	51	253
ENGLEWOOD (1979 pop. 33,000)			
Electric Power (kwh) . . .	18,203	18,024	18,126
Deposits ($)—Demand .	110,219	110,938	111,329
(5 of 5 banks)—T&S . .	164,356	173,016	151,634
Constr. ($)—Res.	42	40	172
—Nonres. . . .	233	1,264	3,758
ESTES PARK (1976 pop. 2,127)			
Electric Power (kwh) . . .	4,494	4,250	4,188
Deposits ($)—Demand .	9,998	7,195	10,027
(2 of 2 banks)—T&S . .	20,289	19,690	19,454
Constr. ($)—Res.	213	0	86
—Nonres. . . .	69	0	4
FORT COLLINS (1977 pop. 67,100)			
Electric Power (kwh) . . .	32,503	32,874	29,983
Deposits ($)—Demand .	111,190	108,189	103,817
(6 of 6 banks)—T&S . .	209,958	207,276	191,653
Constr. ($)—Res.	4,853	1,608	3,558
—Nonres. . . .	0	0	913
FORT MORGAN (1976 pop. 8,582)			
Electric Power (kwh) . . .	n.r.	6,038	7,007
Deposits ($)—Demand .	21,795	20,959	21,579
(2 of 2 banks)—T&S . .	53,157	52,608	47,380
Constr. ($)—Res.	n.r.	156	588
—Nonres. . . .	n.r.	0	1,306
GLENWOOD SPRINGS (1977 pop. 4,091)			
Electric Power (kwh) . . .	n.r.	n.r.	3,366
Deposits ($)—Demand .	24,371	27,406	25,753
(2 of 2 banks)—T&S . .	60,211	56,770	51,854
Constr. ($)—Res.	n.r.	327	1,387
—Nonres. . . .	n.r.	1,900	0
GOLDEN (1979 pop. 14,900)			
Electric Power (kwh) . . .	5,462	5,667	5,493
Deposits ($)—Demand .	37,398	35,997	34,537
(2 of 2 banks)—T&S . .	63,381	63,769	58,722
Constr. ($)—Res.	627	24	1,442
—Nonres. . . .	0	52	279
GRAND JUNCTION (1977 pop. 30,245)			
Electric Power (kwh) . . .	15,815	15,122	14,662
Deposits ($)—Demand .	114,022	111,799	98,037
(5 of 5 banks)—T&S . .	168,725	171,587	145,524
Constr. ($)—Res.	550	1,244	274
—Nonres. . . .	421	371	606
GREELEY (1977 pop. 58,900)			
Electric Power (kwh) . . .	21,104	20,654	22,598
Deposits ($)—Demand .	93,126	89,075	94,873
(7 of 7 banks)—T&S . .	258,427	253,272	238,928
Constr. ($)—Res.	880	388	1,521
—Nonres. . . .	1,248	504	210
GUNNISON (1978 pop. 6,000)			
Electric Power (kwh) . . .	2,843	3,139	2,735
Deposits ($)—Demand .	12,523	12,480	12,324
(2 of 2 banks)—T&S . .	23,341	23,398	21,215
Constr. ($)—Res.	0	0	66
—Nonres. . . .	0	41	0
LA JUNTA (1976 pop. 8,700)			
Electric Power (kwh) . . .	4,637	3,844	4,382
Deposits ($)—Demand .	17,094	17,134	15,817
(1 of 2 banks)—T&S . .	21,001	20,159	17,044
Constr. ($)—Res.	29	0	176
—Nonres. . . .	0	0	0

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LOCAL BUSINESS CONDITIONS—Continued

	June 1980	May 1980	June 1979
LAKEWOOD (1979 pop. 134,400)			
Electric Power (kwh) ...	49,004	46,787	46,223
Deposits ($)—Demand .	133,041	128,727	137,423[r,e]
(6 of 8 banks)—T&S ..	215,454	223,919	223,910[r,e]
Constr. ($)—Res.	9,121	1,895	4,529
—Nonres. ...	33	822	2,202
LAMAR (1976 pop. 8,500)			
Electric Power (kwh) ...	6,185	4,813	6,138
Deposits ($)—Demand .	16,747	14,803	15,061
(2 of 2 banks)—T&S ..	30,431	29,487	24,853
Constr. ($)—Res.	32	28	95
—Nonres. ...	25	0	188
LITTLETON (1979 pop. 34,100)			
Electric Power (kwh) ...	16,555	15,618	15,114
Deposits ($)—Demand .	58,185	53,710	58,353r
(3 of 3 banks)—T&S ..	101,844	104,686	96,455r
Constr. ($)—Res.	1,042	637	1,706
—Nonres. ...	80	0	0
LONGMONT (1979 pop. 45,200)			
Electric Power (kwh) ...	19,336	22,760	19,776
Deposits ($)—Demand .	51,322	50,432	53,415
(5 of 5 banks)—T&S ..	97,651	97,538	89,008
Constr. ($)—Res.	917	155	3,978
—Nonres. ...	76	712	457
LOVELAND (1978 pop. 31,986)			
Electric Power (kwh) ...	15,258	18,907	15,617
Deposits ($)—Demand .	39,934	38,914	40,429
(4 of 4 banks)—T&S ..	77,437	77,597	69,026
Constr. ($)—Res.	653	165	2,746
—Nonres. ...	44	0	20
MANITOU SPRINGS (1978 pop. 4,900)[c]			
Electric Power (kwh) ...	1,330	1,187	1,359
Deposits ($)—Demand .	4,068	3,261	3,844
(1 of 1 bank)—T&S ...	6,309	6,205	5,997
MONTROSE (1976 pop. 8,500)[d]			
Deposits ($)—Demand .	26,983	25,395	26,623
(2 of 3 banks)—T&S ..	45,616	45,479	42,062
Constr. ($)—Res.	133	55	153
—Nonres. ...	0	0	0
NORTHGLENN (1979 pop. 33,000)			
Electric Power (kwh) ...	9,906	9,638	10,499
Deposits ($)—Demand .	21,973	29,431	20,789
(2 of 2 banks)—T&S ..	36,283	31,226	28,117
Constr. ($)—Res.	89	0	295
—Nonres. ...	846	165	4,376
PUEBLO (1976 pop. 105,000)			
Electric Power (kwh) ...	48,999	45,337	47,670
Deposits ($)—Demand .	119,689	113,474	114,598
(8 of 8 banks)—T&S ..	192,590	191,706	180,300
Constr. ($)—Res.	381	113	578
—Nonres. ...	207	113	331
ROCKY FORD (1976 pop. 5,250)			
Electric Power (kwh) ...	4,719	4,418	5,125
Deposits ($)—Demand .	6,816	7,064	8,461
(2 of 2 banks)—T&S ..	8,964	8,245	7,097
Constr. ($)—Res.	0	0	23
—Nonres. ...	0	0	0
SALIDA (1978 pop. 5,354)			
Electric Power (kwh) ...	1,494	1,513	1,392
Deposits ($)—Demand .	10,116	9,508	10,204
(2 of 2 banks)—T&S ..	21,421	22,171	19,550
Constr. ($)—Res.	59	0	117
—Nonres. ...	120	0	0
STERLING (1978 pop. 11,500)			
Electric Power (kwh) ...	5,792	5,494	5,702
Deposits ($)—Demand .	29,031	31,527	29,665
(3 of 3 banks)—T&S ..	79,674	81,228	72,303
Constr. ($)—Res.	167	48	69
—Nonres. ...	19	0	20
THORNTON (1979 pop. 37,000)			
Electric Power (kwh) ...	13,784	13,986	13,461
Deposits ($)—Demand .	11,762	12,127	12,169
(1 of 1 bank)—T&S ...	9,414	9,241	8,943
Constr. ($)—Res.	1,810	532	2,040
—Nonres. ...	0	0	0
TRINIDAD (1976 pop. 10,000)			
Electric Power (kwh) ...	2,753	2,981	2,810
Deposits ($)—Demand .	13,581	14,357	15,005
(2 of 2 banks)—T&S ..	27,391	27,010	24,206
Constr. ($)—Res.	67	402	70
—Nonres. ...	0	0	35
WALSENBURG (1976 pop. 4,600)			
Electric Power (kwh) ...	1,013	1,232	1,133
Deposits ($)—Demand .	4,986	5,260	4,762
(1 of 1 bank)—T&S ...	12,456	12,274	11,916
Constr. ($)—Res.	0	36	61
—Nonres. ...	0	0	0
WESTMINSTER (1979 pop. 54,300)			
Electric Power (kwh) ...	17,893	18,213	15,159
Deposits ($)—Demand .	31,702	31,658	31,348
(2 of 2 banks)—T&S ..	40,688	40,193	35,815
Constr. ($)—Res.	3,842	608	5,803
—Nonres. ...	64	2,624	3,111
WHEAT RIDGE (1979 pop. 38,000)			
Electric Power (kwh) ...	18,753	22,810	23,316
Deposits ($)—Demand .	20,801	20,511	21,150
(2 of 2 banks)—T&S ..	33,810	32,559	33,136
Constr. ($)—Res.	235	69	898
—Nonres. ...	89	0	498

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Eight banks reporting.
[f] Seven banks reporting.

NOTES: Population figures are estimates from regional council of governments, and individual cities.
T&S—Time and Savings Deposits
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIII, Number 11, November 1980

JAN 05 1981

How Much Employee Motivation is Desirable?

PHILIP C. GRANT

A typical response to the question posed by the title is "the more—the better." Behavioral scientists, managers, and others concerned with human motivation regularly suggest that an essential condition for maximizing employee-job productivity is maximization of employee motivation. Historically, treatises on employee motivation have concentrated on development and discussion on how to achieve high motivation.[1] Almost never has the underlying assumption of the desirability of high motivation been challenged. In contrast to previous writings this paper contends that too much employee motivation is quite possible. Motivation can become excessive, leading to dysfunctional behavior. Indeed, achieving rather moderate levels of employee motivation may well cost an organization more than it is worth.

THE DETERMINANTS OF EMPLOYEE-JOB PRODUCTIVITY

Behavioralists have traditionally treated employee performance on the job as a function, primarily, of employee abilities, personality traits, and motivation.[2] Mathematically:

(A) $EP = f(EA/T, EM)$

Where:

EP is employee performance,
EA/T is employee ability and traits, and
EM is employee motivation.

Clearly, a comprehensive and accurate productivity model must synthesize the perspectives of both behavioralists and technocrats. One such synthesis yields:

(B) $EJP = f(JSD, EA/T, EM)$

Where:

EJP is employee-job productivity
JSD is job system design which includes the variables of work methods, machines, tools, materials and informational inputs, etc., and
EA/T and EM are as before.

For managing productivity, adoption of this model is far more instructive than adoption of either the behavioralistic or the technocratic thrusts singularly.

As presented here, however, the model lacks pragmatic utility since it does not recognize the nature of the relationships among the variables and does not recognize the existence of multiple productivity criteria.

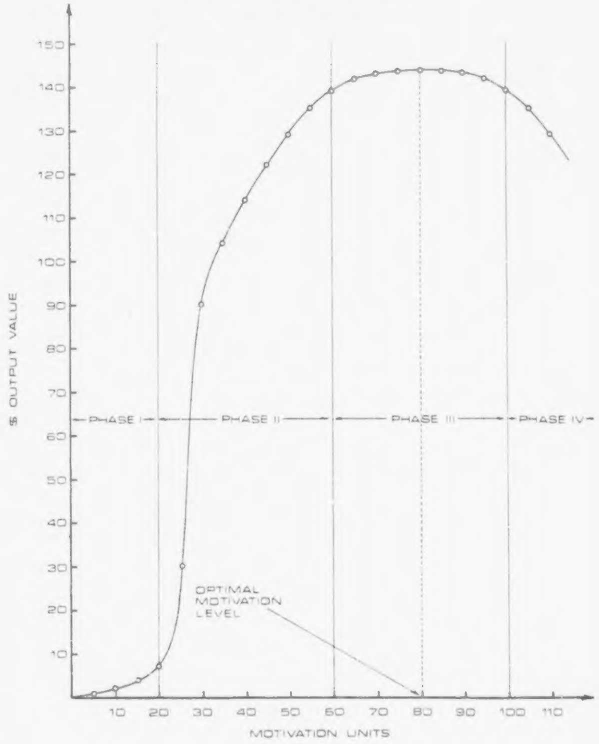
The major and unique contribution of this paper is its attempt to partially overcome the deficiencies of (B) by describing the somewhat complex relationships between one of the independent variables, employee motivation, and each of three different productivity criteria. Analysis of this description by the reader should provide a thorough understanding of the answer to the question, "How much employee motivation is desirable?"

EMPLOYEE-JOB OUTPUT VS. EMPLOYEE MOTIVATION

Figure 1, constructed from Table 1 data, which assumes JSD and EA/T to be constant and independent of EM, illustrates how employee-job output per time period, one measure of productivity, changes as employee motivation changes.

In Phase I, motivation (effort expenditure) is low and, therefore, production is low. Good ability, appropriate personality traits, and a quality work design are not enough to generate high output. Effort expenditure is also necessary. Output can not be high without all the necessary ingredients. Increases in employee motivation in Phase I lead to negligible increases in output because, at this level, effort expenditure is neither sufficient to engage the employee's ability/trait potential nor to realize the advantages of planned work (the formal job design). An analogy may be made to an automatic shift automobile attempting to ascend a hill from a stopped position.

FIGURE 1
EMPLOYEE-JOB OUTPUT
VS.
EMPLOYEE MOTIVATION



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Even though the engine is running, the brakes are off, the shifting lever is in the forward position, and the vehicle is in good repair, no forward motion (no output) will occur until the gas pedal is depressed far enough (motivation is high enough) for the auto's gear system to be sufficiently engaged.

TABLE 1
PRODUCTIVITY VS. MOTIVATION

Reward Magnitude ($ Cost) (See Figure 2)	Motivation Units	$ Output Value (See Figure 1)	$ Output Value Divided by $ Cost (See Figure 3)	$ Output Value Minus $ Cost (See Figure 4)
2	5	1	.50	−1
4	10	2	.50	−2
7	15	4	.57	−3
9	20	7	.78	−2
12	25	30	2.50	18
15	30	90	6.00	65
18	35	104	5.80	86
22	40	114	5.20	92
26	45	122	4.70	96
30	50	129	4.30	99
34	55	135	3.99	101
39	60	139	3.56	100
44	65	142	3.23	98
49	70	143	2.92	94
56	75	143.5	2.56	87.5
64	80	144	2.25	80
75	85	143.5	1.92	68.5
110	90	143	1.30	33
	95	142		
	100	139		
	105	135		
	110	129		

In Phase II motivation is high enough for employee abilities and traits to be utilized and for planned work to be of utility in fostering production. Here gains in worker motivation yield significant improvements in worker production as greater effort expenditure means fuller use of employee abilities, and traits, and of the job's structural capacities. Pursuing the analogy, at this stage depressing the auto's gas pedal (increasing motivation) will result in acceleration (rising output) of the automobile as all determinants of production are fully engaged. The more depressed the gas pedal, the greater the ultimate velocity (output) of the automobile.

In Phase III employee abilities and traits and the job system design serve to constrain output. Automobiles have a maximum possible velocity. No matter how much gas an auto is given, its velocity cannot exceed design capacity. Likewise boosting motivation at this level yields no gains in production. Only an ability/trait upgrading or a job design improvement will allow for heightened production.

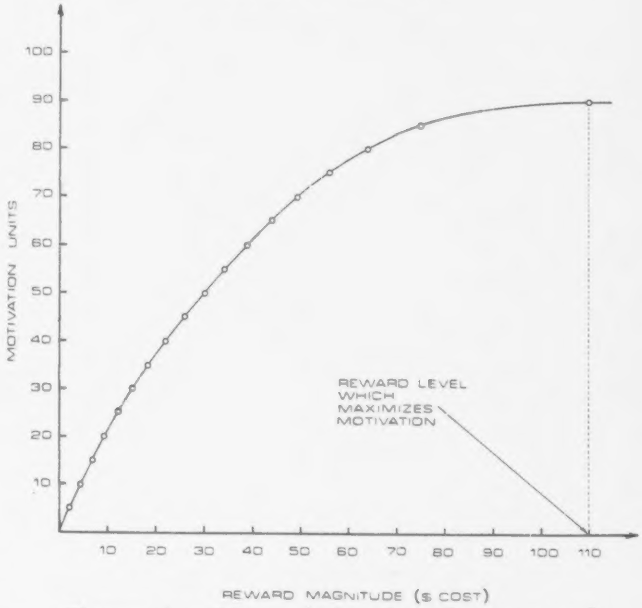
In Phase IV additional effort expenditure leads to greater employee fatigue, stress, and frustration with resultant dysfunctional behavior. Football-like "fumbleitis" sets in. The automobile is receiving too much gas with which to cope. Performance deteriorates. Production actually falls. At this stage, higher output is impossible because of the ability, trait, and job design constraints mentioned above. Lower production occurs because employees experience greater fatigue and stress than at reduced levels of effort expenditure. Less production also develops because of the frustration experienced by employees as they sense that their increased efforts do not generate rises in output. Frustration leads to lower rationality and greater randomness in thought and action.

From Figure 1 it is apparent that the motivational level which optimizes employee-job output occurs in Phase III—at 80 motivational units in this particular example. This is short of an employee's effort expenditure capacity. But increasing employee motivation beyond Phase III is not desirable, since the inevitable outcome is production reduction.

OUTFUT VALUE/COST VS. MOTIVATION

An employee is motivated when he expects to receive a reward or incentive in return for his effort expenditure. Generally, the larger the incentive, the greater motivation—up to a point. Using data from Table 1, the usual kind of relationship between reward magnitude and level of motivation is depicted graphically in Figure 2.

FIGURE 2
THE COST
OF
EMPLOYEE MOTIVATION



Observe for this particular data that a reward magnitude of $110 generates a maximum motivation of 90 motivation units. As discussed above, however, increasing motivation beyond 80 motivation units results in declining production. In other words, the reward that maximizes motivation is not the reward that maximizes employee-job output!

Rewards granted the employee, be they monetary or otherwise, invariably represent costs to an organization. Figure 3, constructed using the same cost, motivation, and output data from Table 1 as used for Figures 1 and 2, illustrates how the value of employee-job output divided by employee cost, a second measure of productivity, changes as employee motivation changes.

FIGURE 3
OUTPUT VALUE/COST
VS.
MOTIVATION

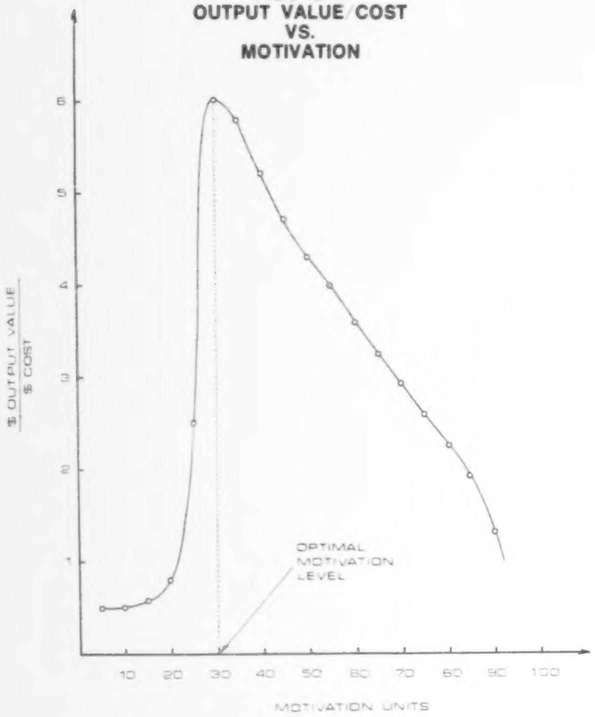
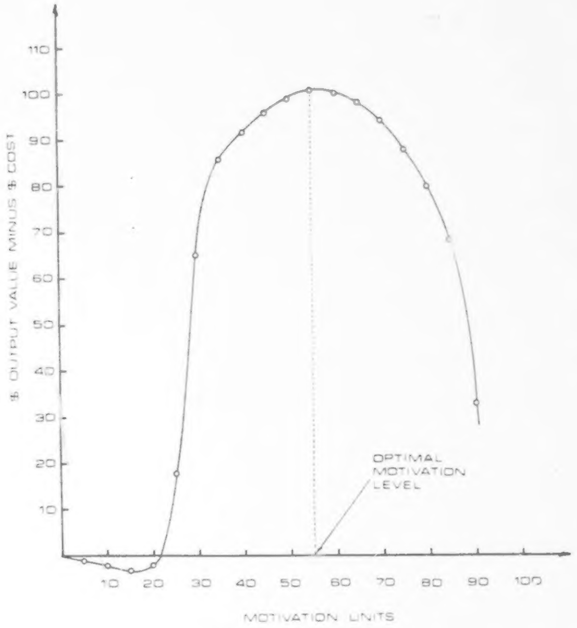


FIGURE 4
OUTPUT VALUE MINUS COST
VS.
MOTIVATION



Note that the motivation level which optimizes output value/cost is at 30 motivation units. This level is significantly less than the motivation level which optimized the productivity criterion in Figure 1. That is, if the cost of labor is considered in calculating productivity, maximum productivity will not occur at the same motivation level as when productivity is measured simply by output per time period. Indeed, maximum productivity as measured by this second criterion will be achieved at a far *lower* level of motivation than productivity measured by the first criterion.

OUTPUT VALUE MINUS COST VS. MOTIVATION

Figure 4, also constructed from Table 1 data, illustrates how the value of employee-job output minus employee cost, a third measure of productivity, changes as employee motivation changes. The motivation level which optimizes this criterion is 55 motivation units. This differs significantly from the motivation levels which optimize the productivity criteria in Figures 1 and 3. That is, if management's interest is in maximization of net return, neither the motivation level that maximizes output nor the motivation level which maximizes output value/cost is appropriate. Instead, the most appropriate motivation level will lie somewhere between these two—less than the motivation level which optimizes output, but greater than the motivation level which optimizes output value/cost.

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Two points should now be clear. First, the level of motivation that is most desirable for a given employee is short of the maximum possible motivation for that employee. Managers should avoid confrontation with Phase IV and the dysfunctionality of excessive effort expenditure. Second, the most desirable motivational level for an employee is fully dependent on the productivity criterion of interest.

CONCLUSIONS

Perhaps the critical question in the field of employee motivation is not, as so frequently posed, "How to motivate the employee?" but rather, "How much to motivate the employee?" At a minimum, a manager concerned about appropriate levels of employee motivation must ask himself these questions: "Will high motivation actually lead to high worker output?" "Can my organization afford highly motivated workers?" "What are the costs as well as the benefits of high motivation?" "What kind of productivity am I interested in and what level of motivation will result in optimizing this productivity?"

Any decision as to how much to reward an employee should be based on a careful analysis of the impact of that reward level on all productivity criteria and on consideration of the possibility of using all or a portion of that reward elsewhere (opportunity costs) to achieve greater aggregate employee-job productivity.

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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

				Percent Change July 1980 from	
	July 1980	June 1980	July 1979	June 1980	July 1979
Total Civilian Labor Force (by place of residence)[a]	1,476.5	1,481.2	1,437.7	- 0.3	2.7
Unemployment	56.2	60.5	45.7	- 7.1	23.0
Unemployment Rate (percent)	3.8	4.1	3.2	—	—
Employment	1,420.3	1,420.7	1,392.0	- 0.0	2.0
Nonagricultural Wage and Salary	1,252.5	1,260.3	1,222.2	0.6	2.5
Agricultural	52.2	48.8	52.8	7.0	- 1.1
Self-employed, unpaid family, and domestics	115.6	111.6	117.0	3.6	- 1.2
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,250.3	1,258.8	1,219.2	- 0.7	2.6
Mining	34.0	33.6	31.1	1.2	9.3
Metallic Minerals	11.2	11.2	10.6	0.0	5.7
Bituminous Coal, Lignite, and Nonmetallic	5.9	6.0	5.8	- 1.7	1.7
Oil and Gas Extraction	16.8	16.4	14.7	2.4	14.3
Contract Construction	82.6	81.7	85.9	1.1	- 3.8
Manufacturing	182.8	183.2	182.1	- 0.2	0.4
Lumber, Wood Products, and Furniture	7.8	7.6	8.4	2.6	- 7.1
Stone, Clay, Glass, and Concrete Products	12.0	11.9	11.7	0.8	2.6
Primary and Fabricated Metals	19.0	19.5	20.1	- 2.6	- 5.5
Machinery, Except Electrical	28.1	28.1	26.3	0.0	6.8
Electric and Electronic Equipment	15.4	15.9	14.0	- 3.1	10.0
Transportation Equipment	12.2	11.9	10.9	2.5	11.9
Other Durable Goods	24.0	24.0	25.0	0.0	- 4.0
Food and Kindred Products	25.0	24.8	25.9	0.8	- 3.5
Textiles and Apparel	3.6	3.7	3.9	- 2.7	- 7.7
Paper and Allied Products	2.0	2.0	2.0	0.0	0.0
Printing and Publishing	15.9	15.7	15.3	1.3	3.9
Chemicals and Allied Products	6.7	6.7	6.2	0.0	8.1
Other Nondurable Goods	11.2	11.4	12.4	- 1.8	- 9.7
Finance, Insurance, and Real Estate	78.4	78.0	75.5	0.5	3.8
Banking	19.7	19.6	18.7	0.5	5.4
Credit Agencies Other than Banks	12.0	12.0	11.7	0.0	2.6
Insurance Carriers, Agents, and Brokers	20.3	20.2	19.3	0.5	5.2
Real Estate and Combination Offices	22.2	22.1	22.1	0.5	0.5
Other Finance, Insurance, and Real Estate	4.2	4.2	3.7	0.0	13.5
Transportation and Public Utilities	77.5	77.2	76.8	0.4	0.9
Railroad Transportation	7.7	7.7	7.6	0.0	1.3
Trucking and Warehousing	15.9	15.8	17.1	0.6	- 7.0
Air Transportation	13.0	13.1	12.7	- 0.8	2.4
Other Transportation	6.1	6.1	5.6	0.0	8.9
Communications, Electric, Gas, and Sanitary Services	34.7	34.6	33.9	0.3	2.4
Trade	306.4	305.8	301.9	0.2	1.5
Wholesale Trade	74.1	74.0	73.3	0.1	1.1
Retail Trade	232.3	231.8	228.6	0.2	1.6
Services	256.0	256.0	244.9	0.0	4.5
Lodging and Combination Lodging/Eating Places	23.8	23.4	23.8	1.7	0.0
Personal Services	13.3	13.2	12.7	0.8	4.7
Business Services	47.5	47.3	45.0	0.4	5.6
Auto and Miscellaneous Repair Services	14.5	14.4	13.7	0.7	5.8
Amusements and Recreation	16.3	16.5	15.9	- 1.2	2.5
Health Services	64.4	64.2	61.6	0.3	4.6
Educational Services	7.9	8.6	7.0	- 8.1	12.9
Membership Organizations	21.0	21.0	21.1	0.0	- 0.5
Other Services	47.3	47.4	43.9	- 0.2	7.7
Government	232.7	243.2	221.0	- 4.3	5.3
Federal	54.9	55.3	53.1	- 0.7	3.4
State	53.5	53.5	51.2	0.0	4.5
Local	124.2	134.3	116.7	- 7.5	6.4

	July 1980	June 1980	July 1979	Percent Change July 1980 from June 1980	Percent Change July 1980 from July 1979
Average Weekly Hours					
Construction	37.2	37.6	38.6	− 1.1	− 3.6
Manufacturing	38.9	39.2	39.2	− 0.8	− 0.8
Nondurable Goods	38.3	38.5	38.6	− 0.5	− 0.8
Durable Goods	39.3	39.7	39.6	− 1.0	− 0.8
Average Weekly Earnings ($)					
Construction	390.60	392.54	274.42	− 0.5	4.3
Manufacturing	281.64	280.67	266.17	0.4	5.8
Nondurable Goods	277.67	277.20	264.02	0.2	5.2
Durable Goods	284.14	283.06	267.30	0.4	6.3
Initial Unemployment Claims (000)	15.2	15.1	9.9	0.7	53.5
Bankruptcies, All Types (number)	535	499	378	7.2	41.5
Total State Revenue ($000)	218,505	444,644	139,184	−50.9	57.0
Total State Expenditures ($000)	230,101	387,434	181,871	−40.6	26.5
Crude Oil Production (thous. bbls.)	2,446	2,496r	2,697	− 2.0	− 9.3
Dry Gas Production (mil. cu. ft.)	10,002	9,957r	10,014	0.5	− 0.1
Coal Production (thous. tons)	1,279.7	1,278.3	1,271.0r	0.1	0.7
New Oil and Gas Wells (number)	190	159	131	19.5	45.0
Natural Gas Used (bil. cu. ft.)	11.2	10.5	12.0	6.7	− 6.7
Electrical Power Sales (mil. kwh)					
Residential	436.3*	410.2*	412.2	6.4	5.9
Nonresidential	1,199.9*	957.1*	1,111.3	25.4	8.0
New Construction, 52 cities					
Residential permits (number)	1,094*	981r	1,519r	11.5	−28.0
Residential value ($000)	56,812*	69,403r	68,716r	−18.1	−17.3
Nonresidential permits (number)	177*	163r	196r	8.6	− 9.7
Nonresidential value ($000)	43,955*	25,188r	31,224r	74.5	40.8
Highway Contractor Payments ($000)	14,461	16,488	11,890	−12.3	21.6
Ordinary Life Insurance Sales ($000)	491,787	527,430	488,878r	− 6.8	0.6
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	4,674	4,795	4,667	− 2.5	0.2
Time and Savings ($000,000)	6,652	6,676	6,347	− 0.4	4.8
Savings and Loan Net New Savings ($000)	87,800	63,100	35,900r	39.1	144.6
National Park Visits—9 areas (000)[b]	1,189.9	876.1	1,133.7r	35.8	5.0
Motor Vehicle Title Applications (000)	75.1	77.4	92.6	− 3.0	−18.9
Highway Vehicle Traffic Counts at Border Stations (daily average)	51,980	45,796	48,042[d]	13.5	8.2
Air Passengers, Stapleton (000)[c]	1,914	1,807	2,097	5.9	− 8.7
Air Freight and Air Express, Stapleton (thous. lbs.)	22,999	20,279	19,160	13.4	20.0
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	68.80	66.00	68.70	4.2	0.2
Lambs (per cwt)	69.70	65.10	67.30	7.1	3.6
Wheat (per bu.)	3.41	3.41	3.55	0.0	3.9
Corn (per bu.)	2.75	2.36	2.82	16.5	− 2.5
Potatoes (per cwt)	n.a.	n.a.	n.a.	—	—
Wool (per lb.)	.87	.82	.81	6.1	7.4

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC's). Previously reported data was on a March 1978 benchmark. Thus, this data is not comparable to that published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines and charter passengers.

[d] One station out of service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	July 1980	June 1980	July 1979
ALAMOSA (1978 pop. 8,000)			
Electric Power (kwh) ...	3,609	2,337	3,062
Deposits ($)—Demand .	20,580	20,206	21,428
(2 of 2 banks)—T&S ..	19,746	18,629	17,931
Constr. ($)—Res.	n.r.	n.r.	76
—Nonres. ...	n.r.	n.r.	100
ARVADA (1979 pop. 85,300)			
Electric Power (kwh) ...	25,895	25,825	26,145
Deposits ($)—Demand .	37,460	38,220	38,318
(3 of 4 banks)—T&S ..	35,246	35,170	36,607
Constr. ($)—Res.	2,530	2,070	3,448
—Nonres. ...	354	505	999
ASPEN (1978 pop. 7,500)			
Electric Power (kwh) ...	2,196	3,577	3,515
Deposits ($)—Demand .	13,526	12,194	17,478
(1 of 2 banks)—T&S ..	24,993	24,103	24,043
Constr. ($)—Res	3,690	0	790
—Nonres. ...	250	292	425
AURORA (1979 pop. 151,900)			
Electric Power (kwh) ...	75,010	67,616	63,888
Deposits ($)—Demand .	36,278*	44,211	42,211
(4 of 9 banks)—T&S ..	59,050*	62,431	57,017
Constr. ($)—Res.	7,175	3,679	9,761
—Nonres. ...	3,175	1,964	1,759
BOULDER (1979 pop. 90,900)			
Electric Power (kwh) ...	50,883	45,547	47,532
Deposits ($)—Demand .	143,611	145,525	149,188[e]
(7 of 8 banks)—T&S ..	243,313	238,293	243,360[e]
Constr. ($)—Res.	5,694	3,000	3,351[r]
—Nonres. ...	1,036	2,462	1,927[r]
BRIGHTON (1979 pop. 12,000)			
Electric Power (kwh) ...	4,625	3,944	4,195
Deposits ($)—Demand .	18,343	18,639	20,096
(2 of 2 banks)—T&S ..	28,834	25,843	27,391
Constr. ($)—Res.	295	232	472
—Nonres. ...	0	0	103
BROOMFIELD (1979 pop. 23,200)			
Electric Power (kwh) ...	9,135	8,726	8,233
Deposits ($)—Demand .	15,188	17,176	15,366
(2 of 2 banks)—T&S ..	25,716	25,366	22,961
Constr. ($)—Res.	613	601	1,723
—Nonres. ...	0	708	200
BRUSH (1978 pop. 4,200)[a]			
Electric Power (kwh) ...	2,056	1,825	1,806
Deposits ($)—Demand .	10,421	13,064	12,104
(2 of 2 banks)—T&S ..	37,989	37,548	29,999
CANON CITY (1978 pop. 14,215)			
Electric Power (kwh) ...	23,718	20,069	21,764
Deposits ($)—Demand .	21,362	21,176	22,365
(3 of 3 banks)—T&S ..	57,830	57,628	50,201
Constr. ($)—Res.	149	171	226
—Nonres. ...	0	90	60
COLORADO SPRINGS (1978 pop. 201,700)			
Electric Power (kwh) ...	159,747	142,628	144,686
Deposits ($)—Demand .	282,254	288,078	283,347
(15 of 17 banks)—T&S	468,314	481,035	469,951
Constr. ($)—Res.[b]	7,548	7,632	12,387
—Nonres. ...	7,804	11,860	4,079
COMMERCE CITY (1979 pop. 16,000)			
Electric Power (kwh) ...	17,479	19,714	20,166
Deposits ($)—Demand .	9,502	9,708	10,163
(1 of 1 bank)—T&S ...	14,256	13,621	10,214
Constr. ($)—Res.	279	25	87
—Nonres. ...	1,369	320	1,943
CORTEZ (1978 pop. 8,200)			
Electric Power (kwh) ...	2,999	2,922	2,876
Deposits ($)—Demand .	14,604	14,753	17,978
(2 of 2 banks)—T&S ..	33,990	33,855	30,814
Constr. ($)—Res.	478	188	314
—Nonres. ...	10	57	220
CRAIG (1977 pop. 6,677)			
Electric Power (kwh) ...	4,239	4,368	4,306
Deposits ($)—Demand .	20,320	19,812	18,143
(2 of 2 banks)—T&S ..	36,204	33,781	32,541
Constr. ($)—Res.	148	152	872
—Nonres. ...	0	0	386
DENVER (1979 pop. 527,800)			
Electric Power (kwh) ...	332,754	311,966	315,493
Deposits ($)—Demand .	2,422,822	2,549,420	2,336,062
(31 of 34 banks)—T&S	2,609,152	2,673,210	2,539,024
Constr. ($)—Res.	2,734	25,014	5,458
—Nonres. ...	14,218	1,696	8,241
DURANGO (1978 pop. 14,100)			
Electric Power (kwh) ...	6,408	5,509	6,087
Deposits ($)—Demand .	33,443	32,179	37,215
(3 of 3 banks)—T&S ..	60,197	58,785	54,456
Constr. ($)—Res.	122	198	125
—Nonres. ...	15	1,053	340
ENGLEWOOD (1979 pop. 33,000)			
Electric Power (kwh) ...	21,346	18,203	19,920
Deposits ($)—Demand .	112,349	110,219	120,226
(5 of 5 banks)—T&S ..	164,276	164,356	151,231
Constr. ($)—Res.	127	42	132
—Nonres. ...	624	233	247
ESTES PARK (1976 pop. 2,127)			
Electric Power (kwh) ...	4,128	4,494	4,140
Deposits ($)—Demand .	11,941	9,998	12,898
(2 of 2 banks)—T&S ..	21,169	20,289	19,080
Constr. ($)—Res.	227	213	103
—Nonres. ...	0	69	57
FORT COLLINS (1977 pop. 67,100)			
Electric Power (kwh) ...	36,578	32,503	31,243
Deposits ($)—Demand .	109,966	111,190	108,267
(6 of 6 banks)—T&S ..	220,324	209,958	197,882
Constr. ($)—Res.	4,684	4,853	2,991
—Nonres. ...	2,017	0	1,726
FORT MORGAN (1976 pop. 8,582)			
Electric Power (kwh) ...	n.r.	n.r.	7,693
Deposits ($)—Demand .	21,044	21,795	21,569
(2 of 2 banks)—T&S ..	54,312	53,157	48,922
Constr. ($)—Res.	n.r.	n.r.	218
—Nonres. ...	n.r.	n.r.	0
GLENWOOD SPRINGS (1977 pop. 4,091)			
Electric Power (kwh) ...	n.r.	n.r.	3,955
Deposits ($)—Demand .	25,032	24,371	27,666
(2 of 2 banks)—T&S ..	61,673	60,211	53,175
Constr. ($)—Res.	478	102	800
—Nonres. ...	402	13	399
GOLDEN (1979 pop. 14,900)			
Electric Power (kwh) ...	5,842	5,462	5,888
Deposits ($)—Demand .	37,865	37,398	36,730
(2 of 2 banks)—T&S ..	64,784	63,381	59,194
Constr. ($)—Res.	574	627	1,374
—Nonres. ...	45	0	1,550
GRAND JUNCTION (1977 pop. 30,245)			
Electric Power (kwh) ...	19,341	15,815	16,687
Deposits ($)—Demand .	108,686	114,022	102,558
(5 of 5 banks)—T&S ..	169,322	168,725	145,862
Constr. ($)—Res.	1,078	550	1,202
—Nonres. ...	716	421	862
GREELEY (1977 pop. 58,900)			
Electric Power (kwh) ...	22,976	21,104	29,534
Deposits ($)—Demand .	89,298	93,126	96,730
(7 of 7 banks)—T&S ..	267,810	258,427	241,255
Constr. ($)—Res.	1,064	880	2,666
—Nonres. ...	775	1,248	396
GUNNISON (1978 pop. 6,000)			
Electric Power (kwh) ...	2,927	2,843	2,854
Deposits ($)—Demand .	14,045	12,523	13,673
(2 of 2 banks)—T&S ..	23,243	23,341	21,006
Constr. ($)—Res.	0	0	200
—Nonres. ...	0	0	0
LA JUNTA (1976 pop. 8,700)			
Electric Power (kwh) ...	4,831	4,637	5,373
Deposits ($)—Demand .	15,386	17,094	15,286
(1 of 2 banks)—T&S ..	21,457	21,001	17,138
Constr. ($)—Res.	0	29	100
—Nonres. ...	0	0	0

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LOCAL BUSINESS CONDITIONS—Continued

	July 1980	June 1980	July 1979
LAKEWOOD (1979 pop. 134,400)			
Electric Power (kwh) . . .	53,998	49,004	49,372
Deposits ($)—Demand .	139,818	133,041	162,329r[f]
(6 of 8 banks)—T&S . .	22,346	215,454	225,231r[f]
Constr. ($)—Res.	3,595	9,121	3,372
—Nonres. . . .	8,826	33	162
LAMAR (1976 pop. 8,500)			
Electric Power (kwh) . . .	8,044	6,185	7,308
Deposits ($)—Demand .	16,224	16,747	15,332
(2 of 2 banks)—T&S . .	31,742	30,431	25,820
Constr. ($)—Res.	1,441	32	355
—Nonres. . . .	65	25	21
LITTLETON (1979 pop. 34,100)			
Electric Power (kwh) . . .	16,994	16,555	18,780
Deposits ($)—Demand .	56,197	58,185	56,736
(3 of 3 banks)—T&S . .	99,428	101,844	93,139
Constr. ($)—Res.	1,779	1,042	220
—Nonres. . . .	0	80	381
LONGMONT (1979 pop. 45,200)			
Electric Power (kwh) . . .	23,182	19,336	19,437
Deposits ($)—Demand .	50,644	51,322	53,515
(5 of 5 banks)—T&S . .	98,792	97,651	91,561
Constr. ($)—Res.	1,276	917	2,900
—Nonres. . . .	0	76	1,024
LOVELAND (1978 pop. 31,986)			
Electric Power (kwh) . . .	17,450	15,258	14,078
Deposits ($)—Demand .	39,076	39,934	42,429
(4 of 4 banks)—T&S . .	76,784	77,437	71,399
Constr. ($)—Res.	922	653	3,286
—Nonres. . . .	212	44	643
MANITOU SPRINGS (1978 pop. 4,900)[c]			
Electric Power (kwh) . . .	1,425	1,330	1,275
Deposits ($)—Demand .	3,996	4,068	3,808
(1 of 1 bank)—T&S . . .	6,465	6,309	6,305
MONTROSE (1976 pop. 8,500)[d]			
Deposits ($)—Demand .	26,847	26,983	28,480
(2 of 3 banks)—T&S . .	47,151	45,616	42,162
Constr. ($)—Res.	253	133	182
—Nonres. . . .	67	0	0
NORTHGLENN (1979 pop. 33,000)			
Electric Power (kwh) . . .	10,816	9,906	10,967
Deposits ($)—Demand .	21,853	21,973	22,122
(2 of 2 banks)—T&S . .	30,326	36,283	29,190
Constr. ($)—Res.	138	89	0
—Nonres. . . .	451	846	0
PUEBLO (1976 pop. 105,000)			
Electric Power (kwh) . . .	57,940	48,999	52,751
Deposits ($)—Demand .	133,087	119,689	124,795
(8 of 8 banks)—T&S . .	193,320	192,590	179,941
Constr. ($)—Res.	509	381	1,710
—Nonres. . . .	609	207	419
ROCKY FORD (1976 pop. 5,250)			
Electric Power (kwh) . . .	6,093	4,719	5,472
Deposits ($)—Demand .	6,806	6,816	9,124
(2 of 2 banks)—T&S . .	8,988	8,964	7,016
Constr. ($)—Res.	0	0	0
—Nonres. . . .	0	0	0

	July 1980	June 1980	July 1979
SALIDA (1978 pop. 5,354)			
Electric Power (kwh) . . .	1,430	1,494	1,302
Deposits ($)—Demand .	10,213	10,116	11,335
(2 of 2 banks)—T&S . .	22,407	21,421	19,990
Constr. ($)—Res.	0	59	62
—Nonres. . . .	0	120	0
STERLING (1978 pop. 11,500)			
Electric Power (kwh) . . .	6,622	5,792	6,363
Deposits ($)—Demand .	34,262	29,031	30,457
(3 of 3 banks)—T&S . .	80,641	79,674	72,215
Constr. ($)—Res.	36	167	186
—Nonres. . . .	47	19	91
THORNTON (1979 pop. 37,000)			
Electric Power (kwh) . . .	15,151	13,784	12,743
Deposits ($)—Demand .	10,501	11,762	12,813
(1 of 1 bank)—T&S . . .	8,975	9,414	8,906
Constr. ($)—Res.	4,232	1,810	1,045
—Nonres. . . .	0	0	0
TRINIDAD (1976 pop. 10,000)			
Electric Power (kwh) . . .	2,876	2,753	2,769
Deposits ($)—Demand .	13,423	13,581	14,587
(2 of 2 banks)—T&S . .	27,495	27,391	24,626
Constr. ($)—Res.	45	67	97
—Nonres. . . .	0	0	0
WALSENBURG (1976 pop. 4,600)			
Electric Power (kwh) . . .	1,176	1,013	1,078
Deposits ($)—Demand .	5,283	4,986	4,936
(1 of 1 bank)—T&S . . .	12,423	12,456	12,140
Constr. ($)—Res.	26	0	172
—Nonres. . . .	0	0	40
WESTMINSTER (1979 pop. 54,300)			
Electric Power (kwh) . . .	19,020	17,893	17,544
Deposits ($)—Demand .	30,733	31,702	32,952
(2 of 2 banks)—T&S . .	40,735	40,688	35,783
Constr. ($)—Res.	1,657	3,842	5,573
—Nonres. . . .	365	64	1,843
WHEAT RIDGE (1979 pop. 38,000)			
Electric Power (kwh) . . .	23,178	18,753	22,812
Deposits ($)—Demand .	19,561	20,801	23,457
(2 of 2 banks)—T&S . .	34,477	33,810	31,045
Constr. ($)—Res.	211	235	81
—Nonres. . . .	244	89	325

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Eight banks reporting.
[f] Seven banks reporting.

NOTES: Population figures are estimates from regional council of governments, and individual cities.
T&S—Time and Savings Deposits
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIII, Number 12, December 1980

FEB 20 1981

Sixteenth Annual Colorado Business/Economic Outlook Forum

GERALD L. ALLEN

Editor's Note: This article presents a summary of the Sixteenth Annual Colorado Business/Economic Outlook Forum, jointly sponsored by the University of Colorado's College of Business and Administration and the State of Colorado Division of Commerce and Development, Department of Local Affairs, which took place December 8, 1980, at the Brown Palace Hotel in Denver. To give credit to all those business and government leaders whose efforts made the forum a reality would be too lengthy an undertaking, but special mention should be accorded to forum narrators John F. Chandler, Director of Public Relations, Colorado Interstate Gas Co., Colorado Springs; Rex O. Bennett, Associate Dean and Associate Professor, College of Business and Administration, University of Colorado, Denver; and to forum director Gerald L. Allen, Research Economist, Business Research Division, University of Colorado.

An organizational meeting was held in September 1980 when 70 key professionals from business, education, and government were invited to serve on one of the 12 committees, each one representing a major economic sector of Colorado. Committees were provided with computer-generated printouts listing historical data series and projections for the next 24 months. To reinforce the materials and expert knowledge of the members, the committees in many instances did extensive telephone survey work contacting business executives throughout Colorado. A final meeting was held on November 3, 1980, to integrate the 12 sectors and review the overall economic picture for 1981.

U.S. ECONOMIC OUTLOOK

Although the 1980 national recession may be over for now, some of the problems that originally caused the downturn continue to persist and business will remain sluggish. These problems are high interest rates, high rate of inflation, slow productivity gains, and a low rate of personal savings. The next few years will likely be a period of adjustment for the U.S. economy. National policy is expected to focus on reducing inflation and raising productivity. Any tax cut for 1981 to stimulate investment and savings will probably become effective on July 1, 1981.

Real Gross National Product (GNP) declined at slightly more than 1 percent in 1980. The national

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unemployment annual rate was 7.3 percent. It appears real GNP will rise at a 1 percent annual rate in 1981. Unemployment will continue to remain a problem in 1981 as the upturn will be slow in developing.

COLORADO'S 1980 RESULTS

Total nonagricultural wage and salary employment in Colorado recorded an annual average increase of 36,400 in 1980. This was the smallest gain of the last five years.

All major sectors except construction and transportation reported gains in 1980. The leading sectors in percentage gains were mining, services, and finance. Mining for the second straight year had the largest rate of gain in employment.

In absolute terms, service industries provided the largest number of new jobs. Second was trade, and in third place was finance. These three sectors accounted for 28,500 additional workers, over three-fourths of the new jobs in 1980.

POPULATION, LABOR FORCE, AND PERSONAL INCOME

Energy related activity and continuous growth in durable goods manufacturing, especially electronics and transportation systems, will continue to provide significant new jobs in the state. Newcomers will continue to be attracted to Colorado as a good place to live and pursue new job opportunities. According to the U.S. Bureau of the Census, Colorado had a residential population of 2.88 million on April 1, 1980, compared to a population of 2.21 million in 1970 for a gain of 670,000 persons during the decade. Over the past ten years, Colorado has grown at an average rate of 3 percent per year. Colorado remains one of the top 10 fastest growing states in population, personal income, and employment gains.

A gain of nearly 1 percent is expected in the national population growth rate in 1981. Colorado's population will record another year of solid expansion in 1981 with a projected total increase of 60,000 new residents, an increase of 2.1 percent. This will bring the state's total to 2.96 million persons in 1981.

Colorado labor force growth should rebound in 1981 with a total of 49,800 individuals entering the work force for a total of 1.5 million persons.

Total nonfarm employment grew 2.8 percent in 1980. Even with Colorado's unemployment rate growing by one-half of a percent in 1980 to 3.7 percent, the rate is still well below the national unemployment rate of 7.3 percent. The employment growth should return to a faster pace in 1981 with a total of 51,500 jobs being added to nonfarm payrolls for a total of 1.36 million, an increase of 3.8 percent. An unemployment rate of 3.5 percent in Colorado is predicted for 1981. U.S. personal income is forecasted to grow 11 percent in 1981. Total personal income in Colorado is projected to reach $32.4 billion in 1981, an increase of 13.4 percent. Most of the income gain will be realized from increased employment.

AGRICULTURE

The increased need for U.S. farm products in both domestic and international markets over the past several years has led to substantial growth in Colorado's agricultural products. The growing world population and increases in world trade assures the U.S. of an expanding international market for farm products and will provide the potential for Colorado agricultural production to expand during the 1980s. Agriculture is an important industry in Colorado in terms of capital investment and gross income. This section will analyze recent trends, the present situation, and the outlook for agricultural products produced by Colorado farmers and ranchers.

Cash receipts from farming and ranching will reach $3.53 billion in 1981, a new record. Over 70 percent of these receipts are supplied by the livestock industry. Fed cattle marketings for 1981 are expected to reach $2.5 billion and for the first time in history crop returns will exceed $1 billion. Both wheat and corn prices are expected to hold a stronger level through much of 1981 than has been seen for many years. Below normal Russian crops will increase world demand, and the agreement signed in October 1980 with the People's Republic of China will strengthen U.S. grain prices. Government payments are expected to remain constant in 1981 after declining 46 percent in 1980.

Realized gross farm income includes cash receipts from marketings, government payments, farm production consumed on the farm, and the value of housing provided by farm buildings. The latter two categories are referred to as non-money income. Realized gross farm income totaled $3.35 billion in 1980, down slightly from 1979. An increase of 12 percent to $3.76 billion is projected for 1981. Total farm production expenses remained steady in 1980 due to a severe decline in livestock feeding activity which offset increases in other production items. Electricity, fertilizer, repairs, and fuel rose sharply. Substantial increases in all expense categories are expected for 1981. Realized net farm income of $424 million gives the impression that 1980 was a more profitable year than 1979, which could be misleading. Losses suffered by the cattle industry in early 1980 were actually the result of feeder cattle purchased at extremely high prices in 1979. Such purchases were carried as an expense in 1979, although the impact of these high purchases was not felt until 1980, when the fed cattle were sold on a falling market. The outlook for 1981 is for a realized net income of $377 million, down 11 percent from 1980, reflecting sharply increased production expenses.

MINING

The nation's energy policies, national economic conditions, and the U.S. mining industry are contributing factors to the environment in which the Colorado mining industry functions. Colorado's main energy minerals consist of coal, crude petroleum, natural gas, uranium, and oil shale. These minerals represent the resources which will comprise the most significant energy production in Colorado during the next two decades. Numerous projections based on various scenarios have been made for these energy fuels. The other major minerals extracted in the state include molybdenum, gold, silver, copper, lead, zinc, sand, and gravel.

Employment in mining began to grow after the oil embargo of 1973-74 and jumped again in 1976 when the Middle East countries adopted an official oil pricing policy for the Organization of Petroleum Exporting Countries (OPEC). Since 1976 employment has grown an average of 12 percent annually and is expected to advance 13 percent to 37,250 in 1981.

Crude petroleum and natural gas will have the largest number of new jobs in 1981 with an increase of 2,100. Oil and gas extraction companies continue to locate in Colorado to develop western energy resources and Colorado's oil shale. Commercial production of oil from shale on a large-scale is not anticipated to occur before 1983. Metal mining companies will add 1,000 workers in 1981. AMAX employs nearly 6,000 people in Colorado at its western headquarters and its two Colorado Molybdenum mines—the Climax Mine and Mill near Leadville and the Henderson Mine and Mill near Parshall. Southwestern Colorado recently experienced nearly 100 workers being laid off in uranium mining. This is due to delays caused by regulatory agencies in licensing new reactors, which has resulted in a lower market price and a reduced demand for uranium. Coal and non-metals mining employment is projected to add 1,200 jobs in 1981 as the demand for Colorado's high quality coal, with a low sulfur content, is attractive for generating electricity.

The total value of mineral production continues to grow. The industry's total dollar output is forecasted to jump over 30 percent in 1981 to $3 billion. The increase in prices and physical production will be responsible for the metals increase in 1981. The crude oil and natural gas increase will be due to price increases as it is expected the price of oil may go as high as $40-$45 per barrel in 1981. The value of coal will rise in 1981 due to an increase in tonnage and price.

In 1981 coal production will increase to 19.5 million tons. Crude oil production will decline by 2.4 million barrels to 27 million barrels in 1981, a decrease of 8 percent as the state's known reserves are being depleted. Natural gas production in 1981 is expected to reach 220 billion cubic feet, an increase of 10 percent, due to new fields being discovered in northwest Colorado and in an area east of Denver.

MANUFACTURING

As an industry, manufacturing is the third largest income and the fourth largest employment sector in the Colorado economy. This is a role that manufacturing has played for most of the past 15 years. The structure of the manufacturing industry has changed greatly. It is interesting that in the early 1960s, nearly 56 percent of manufacturing employment was in durable goods, but by 1980, durable's share has increased to nearly 65 percent.

A sluggish recovery is not expected to stimulate U.S. manufacturing employment in 1981. Manufacturing in the U.S. will not regain its prerecession peak. A net expansion in Colorado manufacturing employment is expected in 1981. Manufacturing employment in the state is projected to reach 190,900, an increase of 3.0 percent.

The industries most affected in Colorado during the 1980 recession were not the same in all instances as those most affected nationally. Among the nondurable goods industries in Colorado affected by the 1980 recession were food and kindred products, apparel, and rubber and plastic products. In the durable goods industries those influenced by the recession were lumber and wood products, primary metals, and other durable goods. Nevertheless, certain Colorado industries grew during the recession and they are responsible for the net gain that manufacturing employment realized in 1980.

In the nondurable goods group, chemicals along with printing and publishing and paper products will have employment increases in 1981. All the durable goods industries will register gains in 1981. Nondurable goods employment in 1981 is projected to be 65,500, an increase of 1,500, while durable goods employment is forecasted to be 125,400, a gain of 5,200 jobs.

Value added is the total amount of manufacturing output minus materials, parts and products purchased from other firms. U.S. value added by manufacturing will increase 5 percent to a total of $830 billion in 1981. Colorado's value added will increase 9 percent to a new high of $7.3 billion in 1981.

CONSTRUCTION

The constant up-swing and growth within the construction industry from 1976-1979 was reversed in 1980 as a result of rising interest rates and the economic downturn. Colorado has experienced a year of weak economic performance and will post a decline of 19 percent in new construction spending in 1980. The major obstacle has been the critical residential building component. In fact, the first signs of this happening became apparent in 1979 when residential permits were off significantly even though total dollars were up from 1978. Some of the problems that have caused the downturn in housing continue: high interest rates, a high rate of inflation and a continued low rate of personal savings. Residential building has comprised more than 50 percent of the total construction spending for three straight years.

U.S. construction employment is projected to decline for the second straight year by nearly 3 percent in 1981. Annual average number of construction workers in Colorado was 80,300 in 1979 and since then has declined with 75,000 predicted for 1981.

A small increase of 9 percent is projected for 1981 in the total value of construction in Colorado. Interest rates are expected to remain high, probably not slipping much below 12 percent in 1981. Thus, residential construction will only experience a modest recovery in 1981 and remain below the 1979 production levels. On the average, prices of houses will go up 10 percent in 1981. Nonresidential construction will be weak in 1981.

In both nonresidential building and non-building it is anticipated that total dollar volume will remain relatively constant in 1981. Current labor contracts have built-in escalation clauses which will result in an overall increase of approximately 9 percent in 1981. The activity of non-building construction, of course, may fluctuate significantly as a result of government contracts or the lack thereof.

In summary, housing construction will recover somewhat from its sharp 1980 slump and this activity will be the sole contributor to any increase in 1981 total construction dollars.

TRANSPORTATION, COMMUNICATIONS, AND PUBLIC UTILITIES

Colorado continues to be a major center for transportation and communications activity in the mountain states region. This sector has registered steady growth in employment since the early seventies. Numerous companies in this sector have operations not only throughout Colorado but in several of the mountain states, though most have their central office locations in Colorado.

Total transportation, communications, and utilities employment is projected to grow 2.9 percent for 1981. At an aggregate level, this sector appears to have balanced growth, but upon closer inspection of its components, they are relatively different growthwise.

The transportation industry consists of rail, motor freight, air, and other transportation which includes local and suburban transit. Rail will add 400 jobs in 1981 due to increased coal production and companies switching to rail from other transportation modes due to fuel cost increases. Motor freight employment for 1981 will remain fairly steady as trucking companies will still be sorting out the impact of deregulation. Air transportation employment will drop slightly in 1981 due to route consolidation, mergers, deregulation, and fuel cost increases. Today, fuel is 30 percent of a jetliner's operating costs. Other transportation will increase 200 workers in 1981 as the Regional Transportation District will be receiving 127 new buses.

As automation and mechanization of communication equipment continues, additional employees are needed to maintain and program that equipment. Communications will add 1,300 workers in 1981.

Utilities, especially Public Service Company of Colorado, have had poor profit levels and high interest rates and have had to curtail construction on new power plants. This will result in only 300 employees being added in 1981.

Freight airlines have prospered under deregulation and shipments are expected to be up 8 percent in 1981. Airline passengers will increase less than 1 percent in 1981 and this will be due to new routes, e.g., Western Airlines' Denver to London service, and ski vacation travel.

The weak economy has reduced growth to 3.7 percent in electric sales for 1981. Residential, commercial, and industrial customers are reducing their electric power demand in response to smaller real incomes and lower production requirements. Consumption of natural gas in Colorado will continue to decline slowly as alternative heating systems are put into place. Natural gas usage will drop slightly to 264.4 billion cubic feet in 1981.

FINANCE, INSURANCE, AND REAL ESTATE

Colorado's sizeable expansion in population and its increasing importance as a major industrial center has greatly affected employment growth in this industry. The growth in demand for loans and investments, for example, has led to a rise in the number of financial institutions in Colorado; real estate employment has been closely linked to the level of building activity; and the growth of insurance has largely been tied to the population increase and group sales. The industry generates activity statewide, as well as in the national and international markets. Principal offices for most of the sector are in the Denver metropolitan area.

The finance, insurance, and real estate sector outperformed the overall economy in terms of employment gains in 1980, as Colorado continued to expand its role as a regional financial center. The industry is expected to add 5,500 jobs in 1981 as thrift institutions move aggressively into the consumer market, the real estate industry recovers from the recent recession, and industrial banks and loan production offices continue to provide a vehicle for circumventing the interstate banking prohibition.

The inability of commercial banks to branch will hamper their ability to compete with savings and loans, industrial banks, and credit unions in providing additional services on a geographical basis. The nonbank intermediaries will continue to increase their share of the market in 1981 as they add checking accounts and new types of consumer loans to the services they offer their customers.

Growth in commercial bank deposits will barely keep pace with inflation in 1981. Hign interest rates and a weak recovery will moderate loan growth, an important source of new deposits. However, with deposits of almost $15 billion, commercial banks will continue to exceed the combined deposits of the other deposit-taking institutions in the state. The most rapid deposit growth will be experienced by the smallest intermediary, the industrial banks, whose deposits are projected to grow by 17 percent to $373 million for 1981. Savings and loans and credit unions will benefit from their increased powers and competitive prices, growing by 12 percent and 15 percent respectively during 1981. Life insurance sales will also outpace inflation, expanding by 15 percent to almost 750 million by year-end 1981.

All of the sectors are expected to perform better in 1981 than they did in 1980, as the recovery from the 1980 recession strengthens. When account is taken of the lower rate of inflation, the improvement in real growth is even stronger. Thrifts will benefit from the higher saving rate as consumers attempt to rebuild liquidity. Deposits earning money market rates will grow at the expense of the more traditional deposits, where maximum rates are set by law. High interest rates will continue to encourage economic units to minimize noninterest-bearing deposits.

TRADE

Retail and wholesale trade is of paramount importance to Colorado's economy as it is the sector that generates the most jobs in the state. The majority of the retail industry growth is due to the rising population and accelerated gains in total personal income. Retail trade accounts for three-fourths of the total trade employment. The wholesale industry continues to benefit from the economic growth and the energy-related activity of the mountain states.

The trade sector generated 308,000 jobs in 1980 and a gain of 13,000 new jobs is expected in 1981, even with the sluggish business recovery.

Wholesale trade employment gains are expected to be 3,000 in 1981 for a total of 77,000 workers. While Colorado continues to be the main shipping point for the Rocky Mountain region, wholesale trade sales dropped to $11.3 billion in 1980 as a result of manufacturers holding down production levels and wholesalers maintaining smaller inventories during the business downturn. Sales in 1981 will rebound to $11.9 billion, with most of the increases occurring in the latter half of 1981.

The retail trade sector will add approximately 10,000 jobs for a total of 244,000 in 1981. Retail sales growth in 1981 will continue to be weak when compared to gains of prior years. The projected growth rate is 6.9 percent as continuing high interest rates, and the growth in real personal income slowly gain.

SERVICES

The service industry is the second largest employer statewide and constitutes the third-largest contributor to personal income. The downturn in economic activity affected the services sector less than other major sectors such as transportation and construction. This was particularly true in Colorado where a continuing growth of energy-development activity sustained growth in such business services as engineering, legal, accounting, data processing, lodging, and building management. The trend to services of independent contractors, encouraged by payroll tax and benefits laws and regulations, was also an influence. In consumer-related services, such as personal services and health services, the dampening effect of the recession and continuing inflation is somewhat more clearly seen and this was largely offset by continuing population growth.

As a result of Colorado's favorable economic climate, with the ongoing growth of business organizations and population, the services sector employment overall is forecasted to be 272,900, an additional 16,800 jobs in 1981 for a growth of 6.5 percent. This is a small increase when contrasted to the 6 percent growth experienced in 1980. As usual, the major impact of growth in services employment will be felt in the state's urban areas.

Business services are expected to continue with a strong growth trend of 12 percent in 1981 compared to 10 percent in 1980.

Health services include physicians, dentists, and all other health care professional, as well as clinics, with the largest segment being hospitals. This subsector is influenced by growing public demand for gradual cost increases and by the hospital industry's response with national and state voluntary effort programs to restrict costs. However, hospitals are striving to attract nurses back into the job market to counteract a national and statewide nursing shortage. Filling existing vacancies and responding to population growth is forecast to result in a 4 percent increase in jobs in health services for 1981, the same as experienced in 1980 with much of this increase going to nursing staffs of hospitals.

Other services for this outlook include lodging, personal services, auto and miscellaneous repair, amusements and recreation, education services, membership organizations, and miscellaneous services. This group is predicted to result in a growth of 5.8 percent in 1981, the same as experienced in 1980.

Most of the miscellaneous services are business-related, and are responding to national as well as local business factors. Engineers and architects are busy with energy-related construction projects throughout the state. These professions will continue to grow rapidly in the next few years as the need for new plants, housing, community, and service facilities mushroom in Colorado.

Employment in accounting and related services has been growing very rapidly in recent years in Denver due to national as well as local trends. The accounting profession is one of the fastest growing nationally as the need for such services increases. Business and personal tax and finance questions have become increasingly more complicated by new laws and regulations, requiring expert knowledge to deal with them. CPAs are also providing more services, particularly in the management area.

Social services are consumer-related and face an entirely different situation from the business-related services. This subsector will experience stagnation in employment growth over the next few years. Certainly the need for social care is greater than ever, but agencies are experiencing very tight budget pressures as funding sources dry up. Agencies costs are up, especially energy and salary costs, and they will be squeezed financially, even if their budgets remain the same, and may have to reduce staff to stay in business.

TOURISM, OUTDOOR RECREATION, AND CONVENTIONS

A substantial share of employment in trade, transportation and services is directed toward providing travel, lodging, food, and recreation for tourists and visitors. Tourism has become one of Colorado's basic industries and should continue to remain such in the future. The year of 1980 was a year of partial recovery for the Colorado tourism and travel industry. It was also the year in which the industry re-evaluated its economic benefit to the Colorado economy as its overall economic benefit in the past five years was assessed at a lower than actual rate. Although still limited by a lack of research, and conservative by most standards, this new basis attempts to correct the disparity and to begin this decade with more realistic figures.

National parks, monuments, and recreation areas totaled 5.7 million visitors in 1980. Colorado's state parks' summer visitors were up 8.1 percent in 1980. This is thought to be a continuing trend toward increased visitation of recreation facilities by Colorado residents. It is estimated that approximately 32 percent of the state's general vacationists are Colorado residents. There were 319,680 convention visitors and 11.8 million vacationists in 1980.

Visits to national parks, monuments, and recreation areas are forecasted to be 6.1 million in 1981. Visitations to state parks will increase by 7 percent. The number of 1981 convention visitors will total 332,470. Total visitations are projected to be 12.9 million in 1981.

Expenditures in the major components of the industry include skier expenditures of $374 million, convention spending at $121 million, and total statewide lodging receipts at $445 million for 1980. Overall general vacation expenditures totaled $1.7 billion in 1980.

The profile of the average tourist is important in the overall predictions for 1981. Visitors to Colorado are spending more time in a smaller radius, indicating a trend toward destination visitation. They also are planning earlier, are more energy and value conscious, and tend to be more activity specific. Projections for 1981 also assume that gasoline prices will remain close to current levels, that the rate of inflation will slow, and that snowfall will be adequate for winter sports.

Skier spending will exceed $423 million for an increase of 13.1 percent in 1981. Convention spending in 1981 will increase 4 percent over 1980. Total lodging receipts in 1981 will total $505 million for a 13 percent increase. Spending in the general vacation category will increase by 20.5 percent for a total of nearly $2 billion for 1981.

Ski lift tickets sold in the 1979-80 ski season totaled 7.9 million for an increase of 9.3 percent. Note that lift tickets sold cannot be directly correlated with the number of winter vacationists since one skier may purchase numerous lift tickets per vacation. Lift tickets sold will increase by 6.6 percent for the 1980-81 season.

The highlight of the 1980-81 ski season is the opening of Colorado's newest ski resort, Beaver Creek. The addition of lodging facilities at Beaver Creek in 1981 will greatly increase the accommodations available in Eagle County. Ten other Colorado ski areas have also completed major improvements for the 1980-81 season. North America's first and only Club Med is scheduled for opening in December 1980 at Copper Mountain, adding several hundred rooms.

A number of trends have developed over the last few years which will continue into 1981.

—Foreign travel to the West is increasingly popular due to the favorable monetary exchange rate and the promotional efforts of Colorado's destinations. Surveys done at various attractions and national parks indicate a surprisingly large growth rate in this market.

—Additional meeting and convention facilities planned for development over the next few years will enhance Colorado's image as a popular meeting site. Meetings and conventions are particularly attractive for increasing off-season visitation.

—Increased occupancy in lodging facilities near the energy centers in Colorado is a sign of growth in the number of energy-related business travelers and in the use of lodging units as temporary housing for workers.

—Visitation of the natural and scenic attractions in Colorado remains a popular reason for visiting this state but the trend toward status quo operations budgets for national parks, state parks, recreation areas, and monuments will have long-term negative effects on the ability of those attractions to accommodate the visitor.

Colorado has long been known as a state with unlimited vacation opportunities. The industry realizes, however, that a concerted effort must be made in 1981 and in future years to maintain Colorado's share of the market and to add to its base at a respectable rate.

GOVERNMENT

In actual numbers, government in Colorado represents the state's third largest employment sector. Only the trade and service sectors employ more Colorado citizens than does government, but the rate of increase for government employment in recent years has been modest and considerably less than other sectors.

Approximately 241,300 government employees are projected for 1981 in federal, state and local government, including school district employment. The numbers of federal civilian employees employed in Colorado during 1981 is actually expected to decrease unless a new congress and president stimulates federal military employment at Fort Carson and other bases faster than is now anticipated. However, any increases in worldwide military tension will result in rapid employment increases at Lowry Air Force Base of both military and civilian federal employees. A freeze on hiring permanent federal employees combined with the layoff of temporary employees hired for the 1980 census should result in a decline in federal civilian employment for at least the first six months of 1981. During the final half of 1981, an increase in federal civilian employees associated with energy development is expected but not in sufficient numbers to materially affect the prediction of a static federal employment picture. The slight decline is partially a result of a trend to increase outside contracting for the provision of federally funded goods and services rather than to provide them directly through their own staff.

State government employment levels are expected to grow slightly. This forecast is expected to hold true even if the 7 percent budget limitation, an existing statutory requirement, is lifted and the state budget allowable percent increase is moved upward. The state legislature is considering possible budget economies in the efforts to consolidate or cut back the spending on higher education and most other areas of governments. Moreover, less money probably will be forthcoming in 1981 from the federal government for the state's institutions of higher learning and for some of the other programs. In the event that the legislature should approve the utilization of more state dollars to compensate for federal dollar losses, then any increase resulting in state employment would only be reflected during the last half of 1981 and into 1982.

The number of local government employees, including school district, city, county, and special district employees, exceeds the collective number of state and federal employees in Colorado. Modest increases are expected in the number of local government employees in 1981. This development is a reflection of the fact that the number of school children enrolled in elementary and secondary education are decreasing at a slower rate within the more populous counties like Denver and Jefferson counties. It is expected that the number of personnel to run school systems will begin to increase by at least 1.5 percent in 1981. If the amount of revenue sharing monies received is cut as expected, then city and county governments will have less revenue with which to run local programs and hire personnel. Such anticipated cuts have caused some cities, like Denver, to consider actual budget cuts in 1981. Other towns and cities hope, like Arvada, to compensate for revenue tax cuts by increasing the sales tax. Still others are relying more heavily on utilization of the property tax, a revenue source increasing yearly by about 10 percent, the majority of which helps defray local government personnel expenses.

Wage and salary payrolls for all government employees are expected to increase on the average about 10 percent, up slightly from 1980's increase. This is due to a combination of both merit increases and cost of living increases. Federal military employees are expected to receive the highest increase, or 11.7 percent in 1981, while federal civilian employees will receive a smaller increase of 9.1 percent. Congress, responding to public pressure for improved military pay, has approved for 1981 this considerable jump in pay for federal military personnel.

SUMMARY

Probably Colorado's most valuable resources are the mild climate, open space, and recreational opportunities presented by the Rocky Mountains. In addition, Colorado contains a wealth of mineral deposits that the nation will want to utilize during the next two decades. The vast oil shale reserves in the state deserve special attention because they are a natural resource with great potential and the majority of these deposits are on federal lands. Commercial development of these resources is currently moving forward. Energy development and high technology manufacturing of electronic, computing and scientific products will be the growth industries of the eighties in Colorado.

The four industry sectors of trade, services, manufacturing, and finance, insurance and real estate were responsible for over 70 percent of the new jobs created during the 1971-79 period. These four sectors will provide the major stimulus to the state's economy in 1981 with an additional 42,000 new jobs. Nearly 90 percent of the new jobs in 1981 will be due to increased employment in these four sectors. The remaining four industry sectors will add only 5,300 new jobs in 1981.

Colorado's economy, which was less affected by the national recession in 1980, should still enjoy a solid recovery in 1981. Gains in employment and income will occur in a number of industries. The state still faces difficulties in attempting to keep government spending within the 7 percent limitation and must come to grips with the high cost of housing as these constraints could hamper the future prospects of growth.

REGIONAL PROSPECTS FOR THE 1980s AND 1990s

The Southwest Regional Seminar of the National Association of Business Economists will be held February 20-21, 1981 at the Marriott Hotel in Tucson, Arizona. This seminar, sponsored by the Arizona Economic Round Table and the College of Business and Public Administration at the University of Arizona, will consider national and regional economic trends, human resources and productivity, regional resources and the environment, capital needs and availability, and U.S.-Mexican economic relations.

Speakers include Walter Hoadley (Bank of America), Lester Thurow (MIT), John Boatwright (Exxon), Kathy Eickhoff (Townsend-Greenspan & Co.), Larry Kimbell (UCLA), Irwin Stelzer (National Economic Research Associates), Jack Pfister (Salt River Project), and Robert J. Eggert (Eggert Economic Enterprises, Inc.).

Registration fee, including dinner and two luncheons, is $85.00. For details contact: Director, Executive Programs, College of Business and Public Administration, University of Arizona, Tucson, Arizona 85721, (602) 626-1252.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

				Percent Change August 1980 from	
	August 1980	July 1980	August 1979	July 1980	August 1979
Total Civilian Force (by place of residence)[a]	1,467.8	1,476.5	1,434.1	− 0.6	2.4
Unemployment	51.1	56.2	42.3	− 9.1	20.8
Unemployment Rate (percent)	3.5	3.8	2.9	—	—
Employment	1,416.7	1,420.3	1,391.8	− 0.3	8.4
Nonagricultural Wage and Salary	1,254.9	1,252.5	1,229.3	0.2	2.1
Agricultural	49.1	52.2	49.7	− 5.9	− 1.2
Self-employed, unpaid family, and domestics	112.7	115.6	112.8	− 2.5	− 0.1
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,252.1	1,250.3	1,226.0	0.1	2.1
Mining	33.9	34.0	31.3	− 0.3	8.3
Metallic Minerals	11.0	11.2	10.5	− 1.8	4.8
Bituminous Coal, Lignite, and Nonmetallic	5.9	5.9	5.9	0.0	0.0
Oil and Gas Extraction	17.0	16.8	14.9	1.2	14.1
Contract Construction	83.5	82.6	87.1	1.1	− 4.1
Manufacturing	184.4	182.8	184.0	0.9	0.2
Lumber, Wood Products, and Furniture	8.0	7.8	8.5	2.6	− 5.9
Stone, Clay, Glass, and Concrete Products	12.0	12.0	11.7	0.0	2.6
Primary and Fabricated Metals	19.4	19.0	20.6	2.1	− 5.8
Machinery, Except Electrical	28.2	28.1	26.5	0.4	6.4
Electric and Electronic Equipment	15.4	15.4	14.4	0.0	6.9
Transportation Equipment	12.5	12.2	10.9	2.5	14.7
Other Durable Goods	23.9	24.0	24.9	− 0.4	− 4.0
Food and Kindred Products	25.8	25.0	26.5	3.2	− 2.6
Textiles and Apparel	3.5	3.6	3.9r	− 2.8	−10.3
Paper and Allied Products	1.9	2.0	2.0	− 5.0	− 5.0
Printing and Publishing	16.0	15.9	15.4	0.6	3.9
Chemicals and Allied Products	6.7	6.7	6.2	0.0	8.1
Other Nondurable Goods	11.2	11.2	12.4	0.0	− 9.7
Finance, Insurance, and Real Estate	78.8	78.4	76.1	0.5	3.6
Banking	19.8	19.7	18.8	0.5	5.3
Credit Agencies Other than Banks	12.1	12.0	11.7	0.8	3.4
Insurance Carriers, Agents, and Brokers	20.4	20.3	19.5	0.5	4.6
Real Estate and Combination Offices	22.3	22.2	22.3	0.5	0.0
Other Finance, Insurance, and Real Estate	4.2	4.2	3.7	0.0	13.5
Transportation and Public Utilities	77.6	77.5	77.9	0.1	− 0.4
Railroad Transportation	7.6	7.7	7.7	− 1.3	− 1.3
Trucking and Warehousing	16.0	15.9	17.2	0.6	− 7.0
Air Transportation	13.0	13.0	12.8	0.0	1.6
Other Transportation	6.2	6.1	5.7	1.6	8.8
Communications, Electric, Gas, and Sanitary Services	34.9	34.7	34.6	0.6	0.9
Trade	306.8	306.4	302.5	0.1	1.4
Wholesale Trade	74.4	74.1	73.6	0.4	1.1
Retail Trade	232.5	232.3	228.8	0.1	1.6
Services	257.7	256.0	246.9	0.7	4.4
Lodging and Combination Lodging/Eating Places	24.2	23.8	24.5	1.7	− 1.2
Personal Services	13.2	13.3	12.7	− 0.8	3.9
Business Services	48.3	47.5	45.8	1.7	5.5
Auto and Miscellaneous Repair Services	14.6	14.5	13.9	0.7	5.0
Amusements and Recreation	16.4	16.3	15.7	0.6	4.5
Health Services	64.7	64.4	61.9	0.5	4.5
Educational Services	7.8	7.9	7.0	− 1.3	11.4
Membership Organizations	21.1	21.0	21.3	0.5	− 0.9
Other Services	47.3	47.3	44.1	0.0	7.3
Government	229.3	232.7	220.3	− 1.5	4.1
Federal	53.5	54.9	52.6	− 2.6	1.7
State	52.5	53.5	51.7	− 1.9	1.6
Local	123.4	124.2	116.0	− 0.6	6.4

	August 1980	July 1980	August 1979	Percent Change August 1980 from	
				July 1980	August 1979
Average Weekly Hours					
Construction	36.9	37.2	37.8	– 0.8	– 2.4
Manufacturing	39.1	38.9	39.7	0.5	– 1.5
Nondurable Goods	38.4	38.3	39.2	0.3	– 2.0
Durable Goods	39.6	39.3	40.0	0.8	– 1.0
Average Weekly Earnings ($)					
Construction	391.51	390.60	373.46	0.2	4.8
Manufacturing	286.21	281.64	269.17	1.6	6.3
Nondurable Goods	277.25	277.67	266.17	– 0.2	4.2
Durable Goods	292.25	284.14	270.80	2.9	7.9
Initial Unemployment Claims (000)	11.4	15.2	8.9	–25.0	28.1
Bankruptcies, All Types (number)	499	535	354	– 6.7	41.0
Total State Revenue ($000)	186,926	218,505	242,321	–14.5	–22.9
Total State Expenditures ($000)	222,762	230,101	194,449	– 3.2	14.6
Crude Oil Production (thou. bbls.)	2,633	2,524r	2,665	4.3	– 1.2
Dry Gas Production (mil. cu. ft.)	9,949	10,132r	11,036	– 1.8	– 9.8
Coal Production (thous. tons)	1,539.8	1,279.7	1,672.7r	20.3	– 7.9
New Oil and Gas Wells (number)	221	190	164	16.3	34.8
Natural Gas Used (bil. cu. ft.)	9.1	11.2	12.5	–18.8	–27.2
Electrical Power Sales (mil. kwh)					
Residential	458.4*	436.3*	427.5	5.1	7.2
Nonresidential	1,229.5*	1,199.9*	1,198.7	2.5	2.6
New Construction, 52 cities					
Residential permits (number)	1,603*	1,094*	1,516r	46.5	5.7
Residential value ($000)	83,885*	56,812*	85,978r	47.7	– 2.4
Nonresidential permits (number)	101*	177*	236	–42.9	–57.2
Nonresidential value ($000)	21,345*	43,955*	104,459	–51.4	–79.6
Highway Contractor Payments ($000)	13,263	14,461	14,715	– 8.3	– 9.9
Ordinary Life Insurance Sales ($000)	542,768	491,787	484,962r	10.4	11.9
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	4,729	4,681r	4,649	1.0	1.7
Time and Savings ($000,000)	6,724	6,658r	6,382	1.0	5.4
Savings and Loan Net New Savings ($000)	42,200	87,800	62,700r	–51.9	–32.7
National Park Visits—9 areas (000)[b]	1,126.3*	1,189.9	1,202.4	– 5.3	– 6.3
Motor Vehicle Title Applications (000)	100.5	75.1	117.1	33.8	–14.2
Highway Vehicle Traffic Counts at Border Stations (daily average)	53,537	51,980	50,085[d]	3.0	6.9
Air Passengers, Stapleton (000)[c]	2,066	1,914	2,259	7.9	– 8.5
Air Freight and Air Express, Stapleton (thous. lbs.)	23,264	22,999	21,617	1.2	7.6
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	69.30	68.80	62.50	0.7	10.9
Lambs (per cwt)	70.30	69.70	60.00	0.9	17.2
Wheat (per bu.)	3.63	3.41	3.51	6.5	3.4
Corn (per bu.)	2.95	2.75	2.71	7.3	8.9
Potatoes (per cwt)	n.a.	n.a.	3.45	—	—
Wool (per lb.)	.90	.87	.81	3.5	11.1

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC's). Previously reported data was on a March 1978 benchmark. Thus, this data is not comparable to that published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines and charter passengers.

[d] One station out-of-service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	August 1980	July 1980	August 1979
ALAMOSA (1978 pop. 8,000)			
Electric Power (kwh) . . .	3,089	3,609	2,968
Deposits ($)—Demand .	21,751	20,580	20,897
(2 of 2 banks)—T&S . .	20,926	19,746	19,275
Constr. ($)—Res.	86	1,370	180
—Nonres. . . .	0	10	0
ARVADA (1979 pop. 85,300)			
Electric Power (kwh) . . .	27,945	25,895	26,494
Deposits ($)—Demand .	38,530	37,460	37,666
(3 of 4 banks)—T&S . .	35,046	35,246	36,931
Constr. ($)—Res.	3,911	2,530	2,741
—Nonres. . . .	0	354	1,668
ASPEN (1978 pop. 7,500)			
Electric Power (kwh) . . .	2,679	2,196	3,680
Deposits ($)—Demand .	15,091	13,526	16,554
(1 of 2 banks)—T&S . .	24,962	24,993	22,587
Constr. ($)—Res.	1,030	3,690	620
—Nonres. . . .	37	250	360
AURORA (1979 pop. 151,900)			
Electric Power (kwh) . . .	76,106	75,010	68,093
Deposits ($)—Demand .	42,106	42,810r	43,409
(4 of 9 banks)—T&S . .	66,617	64,833r	58,048
Constr. ($)—Res.	25,597	7,175	9,883
—Nonres. . . .	534	3,175	6,780
BOULDER (1979 pop. 90,900)			
Electric Power (kwh) . . .	53,263	50,883	57,405
Deposits ($)—Demand .	135,532*	143,611	143,885[e]
(7 of 8 banks)—T&S .	227,171*	243,313	242,096[e]
Constr. ($)—Res.	2,162	5,694	2,035
—Nonres. . . .	1,997	1,036	1,293
BRIGHTON (1979 pop. 12,000)			
Electric Power (kwh) . . .	4,747	4,625	4,454
Deposits ($)—Demand .	20,141	18,343	20,400
(2 of 2 banks)—T&S . .	27,842	28,834	26,746
Constr. ($)—Res.	494	295	680
—Nonres. . . .	0	0	0
BROOMFIELD (1979 pop. 23,200)			
Electric Power (kwh) . . .	9,979	9,135	9,260
Deposits ($)—Demand .	15,204	15,188	15,658
(2 of 2 banks)—T&S . .	25,595	25,716	23,034
Constr. ($)—Res.	1,504	613	1,220
—Nonres. . . .	110	0	10,486
BRUSH (1978 pop. 4,200)[a]			
Electric Power (kwh) . . .	2,166	2,056	1,989
Deposits ($)—Demand .	12,941	10,421	13,226
(2 of 2 banks)—T&S . .	38,592	37,989	30,244
CANON CITY (1978 pop. 14,215)			
Electric Power (kwh) . . .	24,114	23,718	22,426
Deposits ($)—Demand .	22,511	21,362	22,955
(3 of 3 banks)—T&S . .	58,500	57,830	50,583
Constr. ($)—Res.	368	149	132
—Nonres. . . .	225	0	180
COLORADO SPRINGS (1978 pop. 201,700)			
Electric Power (kwh) . . .	158,072	159,747	146,817
Deposits ($)—Demand .	288,329	282,254	294,635
(15 of 17 banks)—T&S	477,948	468,314	469,172
Constr. ($)—Res.[b]	9,127	7,548	10,511
—Nonres. . . .	7,574	7,804	8,659
COMMERCE CITY (1979 pop. 16,000)			
Electric Power (kwh) . . .	23,078	17,479	21,305
Deposits ($)—Demand .	9,055	9,502	10,304
(1 of 1 bank)—T&S . . .	14,639	14,256	11,910
Constr. ($)—Res.	172	279	635
—Nonres. . . .	0	1,369	842
CORTEZ (1978 pop. 8,200)			
Electric Power (kwh) . . .	3,229	2,999	3,068
Deposits ($)—Demand .	14,810	14,604	17,999
(2 of 2 banks)—T&S . .	34,103	33,990	31,188
Constr. ($)—Res.	162	478	241
—Nonres. . . .	0	10	245
CRAIG (1977 pop. 6,677)			
Electric Power (kwh) . . .	4,109	4,239	4,088
Deposits ($)—Demand .	19,162	20,320	18,337
(2 of 2 banks)—T&S . .	38,907	36,204	33,260
Constr. ($)—Res.	397	148	849
—Nonres. . . .	61	0	9,245
DENVER (1979 pop. 527,800)			
Electric Power (kwh) . . .	350,193	332,754	339,561
Deposits ($)—Demand .	2,464,636	2,422,822	2,311,972
(31 of 34 banks)—T&S	2,663,030	2,609,152	2,576,494
Constr. ($)—Res.	10,749	2,734	21,899
—Nonres. . . .	3,634	14,218	50,880
DURANGO (1978 pop. 14,100)			
Electric Power (kwh) . . .	6,304	6,408	5,638
Deposits ($)—Demand .	36,096	33,443	36,601
(3 of 3 banks)—T&S . .	60,175	60,197	55,768
Constr. ($)—Res.	86	122	380
—Nonres. . . .	33	15	0
ENGLEWOOD (1979 pop. 33,000)			
Electric Power (kwh) . . .	21,690	21,346	20,732
Deposits ($)—Demand .	116,266	112,349	126,670
(5 of 5 banks)—T&S . .	162,879	164,276	155,929
Constr. ($)—Res.	1,610	127	130
—Nonres. . . .	839	624	633
ESTES PARK (1976 pop. 2,127)			
Electric Power (kwh) . . .	4,824	4,128	4,529
Deposits ($)—Demand .	12,270	11,941	12,810
(2 of 2 banks)—T&S . .	22,480	21,169	19,483
Constr. ($)—Res.	317	227	246
—Nonres. . . .	0	0	8
FORT COLLINS (1977 pop. 67,100)			
Electric Power (kwh) . . .	36,096	36,578	33,430
Deposits ($)—Demand .	107,382	109,966	115,811[g]
(7 of 7 banks)—T&S . .	219,212	220,324	196,554[g]
Constr. ($)—Res.	4,339	4,684	4,962
—Nonres . . .	193	2,017	1,054
FORT MORGAN (1976 pop. 8,582)			
Electric Power (kwh) . . .	n.r.	n.r.	7,870
Deposits ($)—Demand .	20,643	21,044	21,310
(2 of 2 banks)—T&S . .	53,777	54,312	49,912
Constr. ($)—Res.	104	n.r.	99
—Nonres. . . .	0	n.r.	0
GLENWOOD SPRINGS (1977 pop. 4,091)			
Electric Power (kwh) . . .	n.r.	n.r.	3,837
Deposits ($)—Demand .	26,720	25,032	29,128
(2 of 2 banks)—T&S . .	61,956	61,673	56,055
Constr. ($)—Res.	1,845	478	1,374
—Nonres. . . .	2,023	402	2,000
GOLDEN (1979 pop. 14,900)			
Electric Power (kwh) . . .	5,801	5,842	5,654
Deposits ($)—Demand .	43,469	37,865	36,147
(2 of 2 banks)—T&S . .	65,684	64,784	59,902
Constr. ($)—Res.	364	574	220
—Nonres. . . .	772	45	0
GRAND JUNCTION (1977 pop. 30,245)			
Electric Power (kwh) . . .	18,523	19,341	17,095
Deposits ($)—Demand .	113,440	108,686	105,061
(5 of 5 banks)—T&S . .	174,272	169,322	146,609
Constr. ($)—Res.	857	1,078	1,026
—Nonres. . . .	1,555	716	465
GREELEY (1977 pop. 58,900)			
Electric Power (kwh) . . .	24,303	22,976	22,581
Deposits ($)—Demand .	84,934	89,298	91,662
(7 of 7 banks)—T&S . .	269,418	267,810	252,520
Constr. ($)—Res.	1,226	1,064	2,408
—Nonres. . . .	0	775	1,749
GUNNISON (1978 pop. 6,000)			
Electric Power (kwh) . . .	2,841	2,927	2,860
Deposits ($)—Demand .	15,725	14,045	16,294
(2 of 2 banks)—T&S . .	24,474	23,243	21,173
Constr. ($)—Res.	0	0	0
—Nonres. . . .	0	0	0
LA JUNTA (1976 pop. 8,700)			
Electric Power (kwh) . . .	5,081	4,831	4,745
Deposits ($)—Demand .	16,542	15,386	16,215
(1 of 2 banks)—T&S . .	21,262	21,457	17,572
Constr. ($)—Res.	91	0	74
—Nonres. . . .	63	0	0

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LOCAL BUSINESS CONDITIONS—Continued

	August 1980	July 1980	August 1979
LAKEWOOD (1979 pop. 134,400)			
Electric Power (kwh) ...	56,079	53,998	58,764
Deposits ($)—Demand .	134,688	139,818	147,099[f]
(6 of 8 banks)—T&S ..	224,945	222,346	226,354[f]
Constr. ($)—Res.	5,156	3,595	3,476
—Nonres. ...	161	8,826	2,783
LAMAR (1976 pop. 8,500)			
Electric Power (kwh) ...	8,486	8,044	7,530
Deposits ($)—Demand .	17,261	16,224	14,981
(2 of 2 banks)—T&S ..	32,461	31,742	26,508
Constr. ($)—Res.	78	1,441	0
—Nonres. ...	375	65	100
LITTLETON (1979 pop. 34,100)			
Electric Power (kwh) ...	15,346	16,994	15,074
Deposits ($)—Demand .	59,064	56,197	55,747
(3 of 3 banks)—T&S ..	96,285	99,428	94,504
Constr. ($)—Res.	2,933	1,779	1,915
—Nonres. ...	172	0	22
LONGMONT (1979 pop. 45,200)			
Electric Power (kwh) ...	20,419	23,182	20,783
Deposits ($)—Demand .	51,390	50,644	54,337
(5 of 5 banks)—T&S ..	100,984	98,792	92,595
Constr. ($)—Res.	1,256	1,276	3,362
—Nonres. ...	0	0	840
LOVELAND (1978 pop. 31,986)			
Electric Power (kwh) ...	16,185	17,450	17,428
Deposits ($)—Demand .	42,270	39,076	42,379
(4 of 4 banks)—T&S ..	75,826	76,784	70,464
Constr. ($)—Res.	441	922	1,779
—Nonres. ...	60	212	1,372
MANITOU SPRINGS (1978 pop. 4,900)[c]			
Electric Power (kwh) ...	1,367	1,425	1,316
Deposits ($)—Demand .	4,210	3,996	4,156
(1 of 1 bank)—T&S ...	6,771	6,465	6,326
MONTROSE (1976 pop. 8,500)[d]			
Deposits ($)—Demand .	28,273	26,847	25,963
(2 of 3 banks)—T&S ..	49,895	47,151	42,342
Constr. ($)—Res.	420	253	388
—Nonres. ...	0	67	51
NORTHGLENN (1979 pop. 33,000)			
Electric Power (kwh) ...	12,846	10,816	11,108
Deposits ($)—Demand .	22,811	21,853	23,743
(2 of 2 banks)—T&S ..	28,453	30,326	29,021
Constr. ($)—Res.	0	138	71
—Nonres. ...	0	451	0
PUEBLO (1976 pop. 105,000)			
Electric Power (kwh) ...	60,040	57,940	54,352
Deposits ($)—Demand .	117,400	133,087	124,132
(8 of 8 banks)—T&S ..	198,117	193,320	184,622
Constr. ($)—Res.	512	509	1,199
—Nonres. ...	122	609	321
ROCKY FORD (1976 pop. 5,250)			
Electric Power (kwh) ...	7,066	6,093	6,210
Deposits ($)—Demand .	6,847	6,806	9,126
(2 of 2 banks)—T&S ..	9,406	8,988	6,909
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
SALIDA (1978 pop. 5,354)			
Electric Power (kwh) ...	1,501	1,430	1,403
Deposits ($)—Demand .	10,882	10,213	10,961
(2 of 2 banks)—T&S ..	23,615	22,407	20,628
Constr. ($)—Res.	128	0	50
—Nonres. ...	0	0	0
STERLING (1978 pop. 11,500)			
Electric Power (kwh) ...	7,465	6,622	6,757
Deposits ($)—Demand .	33,745	34,262	29,999
(3 of 3 banks)—T&S ..	81,320	80,641	73,732
Constr. ($)—Res.	50	36	226
—Nonres. ...	25	47	0
THORNTON (1979 pop. 37,000)			
Electric Power (kwh) ...	15,816	15,151	14,654
Deposits ($)—Demand .	11,383	10,501	12,940
(1 of 1 bank)—T&S ...	8,886	8,975	8,681
Constr. ($)—Res.	1,091	4,232	1,500
—Nonres. ...	0	0	795
TRINIDAD (1976 pop. 10,000)			
Electric Power (kwh) ...	2,921	2,876	2,690
Deposits ($)—Demand .	14,229	13,423	15,200
(2 of 2 banks)—T&S ..	28,392	27,495	25,478
Constr. ($)—Res.	95	45	32
—Nonres. ...	0	0	0
WALSENBURG (1976 pop. 4,600)			
Electric Power (kwh) ...	1,255	1,176r	1,130
Deposits ($)—Demand .	5,587	5,283	5,355
(1 of 1 bank)—T&S ...	12,333	12,423	12,055
Constr. ($)—Res.	0	26	37
—Nonres. ...	0	0	14
WESTMINSTER (1979 pop. 54,300)			
Electric Power (kwh) ...	21,046	19,020	18,376
Deposits ($)—Demand .	31,477	30,733	32,021
(2 of 2 banks)—T&S ..	41,885	40,735	38,717
Constr. ($)—Res.	3,544	1,657	6,375
—Nonres. ...	65	365	63
WHEAT RIDGE (1979 pop. 38,000)			
Electric Power (kwh) ...	23,952	23,178	22,275
Deposits ($)—Demand .	21,273	19,561	22,220
(2 of 2 banks)—T&S ..	34,030	34,477	30,343
Constr. ($)—Res.	0	211	231
—Nonres. ...	701	244	1,029

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Eight banks reporting.
[f] Seven banks reporting.
[g] Six banks reporting.

NOTES: Population figures are estimates from regional council of governments, and individual cities.
T&S—Time and Savings Deposits
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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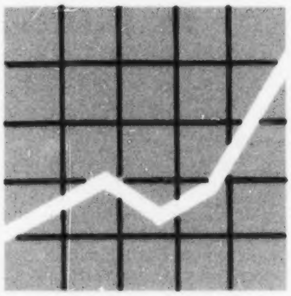

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A Human Resource Counseling Model: The Drug-Abused Employee

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Drug abuse, alcoholism, emotional illness, and family crisis are those personal problems of many employees which spill over into the environment of the organization and ultimately affect the individual's job performance while becoming a complex problem for the administration.

Most of the drugs to be considered in this article have legitimate uses in coping with many physical and mental disorders so long as there is a strict adherence to the regimen prescribed by the physician. However, most of these drugs can be habit forming and dangerous and dependency can result.

Although alcohol is the most abused drug, managers will also come into contact with other drug problems, and the most effective way to approach a drug problem is with the knowledge and understanding of what drugs are and what they do. In this way there will be less fear and hostility when a drug situation arises. Individuals within the organization who are involved with drugs should be looked upon in the same way that we look upon those involved with alcohol or other diseases. There are those who use them and those who abuse them and this distinction is an important one for a rationalistic approach to the problem. The reactions of many individuals toward drugs and drug users are based not on facts but on emotions. Many individuals can rationalize their personal use of alcohol, sedatives, or even aspirin and yet have a closed point of view about those drugs that they do not use.

The drugs that a manager most frequently has to deal with fall into five families. They are: opiates, amphetamines, barbiturates, alcohol, and marijuana. The individuals who abuse drugs have been found to be those with personal adjustment problems, who are suffering from alienation and lonesomeness. Other characteristics include a mistrust of others, a tendency not to respect authority, or self-destructive tendencies. Peer-group pressures can also affect those individuals in need of some support. There are others with a high degree of self-esteem and a concept of self-worth who are usually not vulnerable to drug abuse.

Because the problem is a relatively recent one we do not possess a great wealth of data regarding the net effect of drugs within the employment climate. It is evident, however, that drug abuse increases the incidence of absenteeism and accidents and reduces job performance. Premature death may be the final resultant of this problem within the organization.

Early identification and referral of the drug-abused employee are important because the prognosis for successful treatment becomes less favorable toward the latter stages of the disease. However, early identification is often delayed because the employee is able to conceal the problem or perhaps the supervisor does not want to become involved. In other cases, the supervisor may be covering up for the individual and does not wish to expose his own personal problem of not being able to confront. It is suggested that the manager be concerned with identifying employees who are not performing, rather than looking for a drug abuse problem.

Once a problem begins to manifest itself on the job (in the form of poor performance) the manager should be held responsible for dealing with it and the employee directly. The supervisor should not try to do rehabilitative counseling but should have the employee focus upon a change in behavior. Many managers do attempt this and often find that it not only interferes with the managerial-subordinate relationship, but prolongs the problem and makes it more difficult to handle when a referral is finally made.

What may be most important is that the manager be aware of some resources and can encourage his employee to make an appointment with an appropriate resource. It is advisable for the manager to follow up with his identified employee to insure that this individual is obtaining the help needed. Organizations should make available for the manager lists of referrals and alternatives needed in dealing with the problem employee.

It is also important to diagnose the incidence and intensity of the problem. A description of those drugs which are commonly abused is necessary for the manager who may be in the position to diagnose what he/she initially thinks is a performance problem but which turns out to be a problem of drug abuse.

MANAGERS CAN RECOGNIZE DRUG ABUSE

Drug abuse is not a problem traced to one chemical agent, one set of social conditions, or one particular psychological type. It is unbounded by time and circumstance and only slightly affected by knowledge. In fact, if there is a common thread woven throughout the entire history of drug abuse, it is ignorance. The one thing that distinguishes alcohol from most other dangerous drugs is the fact that its moderate use is socially acceptable and disguised. That makes it neither less nor more dangerous, but it adds a

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broader scope to the problem of its abuse. We do not have the same problems with the other drugs which are abused and in need of explanation. The first of these are the psychoactive chemicals.

Psychoactive drugs are intended to alter our mood and our perception of reality and appear now to be a permanent part of society. The majority of these drugs are useful, indeed often indispensable, in alleviating physical and mental disease and were developed for those positive purposes. A brief description of these drugs, reactions to them, and symptoms are given for the manager's understanding of these problem areas.

Narcotics are technically opiates that depress the central nervous system, causing stupor and insensibility. Narcotics have wide, though not casual, use in medicine. Medical use of morphine and other opiates is tightly controlled and the likelihood of an individual accidentally becoming dependent upon these is extremely small. Narcotics abuse primarily involves heroin, a substance that more than any other has come to symbolize the drug problem in North America.

Heroin may enslave the user so thoroughly that he becomes totally occupied with obtaining his next dosage. Few legitimate occupations produce enough income to support the habit; therefore, many heroin addicts are forced to turn to antisocial methods of gaining income to purchase it. This has a major effect upon the organization that these individuals are employed by because the organization may actually become a source for this subversive, additional funding. Other drugs in this area of concern are demerol, morphine, and cocaine. The user can inhale, inject, or take these drugs by pill.

Barbiturates are depressants with wide medical use that, when abused, are even more dangerous than heroin. Used under strict medical supervision, barbiturates are safe and effective in sedating patients, relieving anxiety, and controlling high blood pressure, epilepsy, and chemically induced convulsions. The physical effect of the drugs is to depress the central nervous system, and the psychological effect is simliar to that of alcohol. When abused, they are potentially lethal, and death can result either from overdose or unsupervised withdrawal.

Like barbiturates, tranquilizers are also in this category and are depressants possessing a number of legitimate medical uses. Some are used to counter psychotic conditions and some are used in treating mild or emotional upsets. Some are also used as muscle relaxants, and they are often used as sedative-hypnotics, of which methaqualone is the most prevalent among younger adults. High chronic use can create a barbiturate-like dependence with similar dangers and deaths resulting from methaqualone abuse.

Amphetamines are often referred to as "uppers" because they stimulate the central nervous system and are used medically for fatigue, certain types of mental depression, and sometimes obesity. Some, but not all, of the unprescribed uses of amphetamines lead to abuse, and there is always a danger that dependency can develop. One of the more common stimulants abused is methamphetamine which is called "speed." This drug is injected into a vein, but death rarely results from abuse. However, acute psychotic episodes involving hyperactivity, paranoia, and hallucinations often result from the use of these amphetamines.

Use of amphetamines increases the individual's ability to work and makes the individual feel stronger and more powerful. They do reduce the individual's need for sleep and speed up all bodily functions. With an increased new energy level, the individual frequently organizes things and makes plans that he probably will never execute. When the effects of the drug wear off, the user is fatigued and usually feels down. The extent of this let-down creates a greater depression and need for other methods of coping which may come in the form of other drug dependencies.

Marijuana is the most widely used and possibly the most controversial drug under discussion. Some statistics indicate that approximately 20% of the population of North America have used this drug at some time. The current thinking is that we do not know enough about the long-term effects of this drug, and, therefore, it is difficult to decide whether we accept or reject it.

It is often an intoxicant, and its effect on the user is similar to that of alcohol or other hallucinogens. It often creates euphoria and a dreamlike sense of well-being. Perception may be distorted and accidents may actually result. Research is currently being conducted on the long-term use of this drug and its effect upon the genetic chemistry of the individual.

The programs for rehabilitation are often the same as for alcohol abuse. It is extremely difficult to determine the degree of success in dealing with drug abuse cases at this point. The drug programs are new and are succeeding in only varying degrees. Management must assume a portion of the responsibility for effectively dealing with this problem. The proposed model is one of the processes recommended at this time.

THE MODEL: HUMAN RESOURCE COUNSELING

One of the most effective methods for working with employees experiencing difficulty on the job is to develop a human resources counseling program which focuses upon the development of individuals' career paths. If an organization employs a specialist in personnel and/or psychology to deal strictly with the troubled employee—and drug-abused employee—then the impact and effectiveness of this objective will not be actualized. This type of pathological effect is quite similar to a witch hunt. If performance is the focal point of career development, then any problem or regression serves as the focal point for serious analysis as to why the individual is fixated in his/her professional career and not progressing.

The goal of this program is to aid managers to maximize their career potential. The philosophy of the human resource counseling program is a positive one wherein past and present performance and achievements play a dominant role. The program assumes that the manager's self-interest, incorporated with third party objectivity or that of his own supervisor along with the human resource counselor, will result in a maximum contribution for the organization and the individual. The ten steps of the program are as follows:

1. The professional (counselor) completes a history and profile on the troubled employee (counselee) during the initial interview after referral has been made.
2. Counselor scans individuals who work with counselee and also personally observes counselee perform on job.
3. A managerial profile is developed which actually becomes a negotiated document. All differences of opinion between both parties must be discussed and resolved.
4. A formal meeting is arranged to discuss the career assessment and planning program where strengths and weaknesses are explored with some plans for change.
5. Counselee must make a personal decision as to which options and directions he wishes to pursue, while counselor contributes some inputs to the management of counselee in advisory nature only.
6. Counselee is required to summarize a report which is given to him by the counselor. This feedback session is intended to clarify the strengths and weaknesses for counselee and also affords him the opportunity to clarify the report which separates high potential candidates from those with problems.
7. Further sessions to be arranged between both parties since plans should be developed at this session to correct any problems highlighted in the report (e.g., declining performance, behavior change, etc.).
8. A confrontation counseling session is held to deal with serious personal problems such as drug addiction which may or may not have been illuminated in the report.
9. An open discussion session is held with counselor, counselee, and supervisor, and an action plan is developed to correct problems and support career assessment and planning program.
10. Completion is made of the following evaluations: Management Diagnosis Profile, Managerial Insight Analysis, Performance-Behavioral Profile, and Supervisory Appraisal. (These forms may be obtained by writing to the author.)

The human resource counselor requests the counselee, and often troubled employee, to complete the Management Diagnosis Profile to ascertain how the individual perceives his/her interests, abilities, and goals. This is usually completed prior to the session between the two parties. In addition, the counselee is also asked to complete the Managerial Insight Analysis, which is a human resource accounting of both psychological and social factors important to the counselee within the work environment. Both evaluations serve as the individual's own blueprint which will be altered somewhat after the supervisor of the counselee submits his/her own personal insights about the individual, his performance, and any *problems.*

The supervisor of the troubled employee completes the Performance-Behavioral Profile and describes the counselee's personal characteristics, problem-solving ability, work capacity, attitudes, and personal relationships. At this juncture both strengths and problems are highlighted and can be contrasted with the Management Diagnosis Profile and the Managerial Insight Analysis, previously completed by the counselee. In addition a Supervisory Appraisal is also completed to yield a complete picture of the individual as perceived by his supervisor.

Now that both sides of the situation are on record, an open discussion and confrontation can take place between the human resource counselor, the supervisor of the counselee, and the troubled employee (counselee) to develop an action plan intended to support his career development and correct any problems which may be thwarting that plan. *At no time is the accusation of drug abuse brought up (only the performance criteria and process).* Quite often the counselee openly discusses his drug problem as being the roadblock and detour to more effective performance. Since declining performance cannot be rationalized by the counselee as fantasy, a reasonable response must be given to explain problems and career arrest. This reason will eventually emerge in his supportive, yet objective-structured climate. Troubled individuals react more favorably to structure than to insincere, regressed support on the part of an unenlightened management.

If the employee aborts this program at any advanced stage and performance problems continue to surface, then he is usually informed that dismissal may be the next step. If the individual blatantly refuses to accept this process, then dismissal procedures should be initiated. The responsibility for change always rests with the individual, and performance is the only objective method of evaluating the individual's effectiveness.

It is not uncommon to discover some behavioral regressions occurring, but this does not indicate that the individual's rehabilitation is unsuccessful. *It is only after the individual admits that drug abuse is the major cause of performance and personal problems that any success can be achieved via rehabilitation.* The organization must be personally involved and this can be demonstrated by a human resource counseling program being legitimized by a formal policy statement and a concerned management.

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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	September 1980	August 1980	September 1979	Percent Change September 1980 from August 1980	Percent Change September 1980 from September 1979
Total Civilian Force (by place of residence)[a]	1,466.8	1,467.8	1,437.7	– 0.1	2.0
Unemployment	52.7	51.1	42.4	3.1	24.3
Unemployment Rate (percent)	3.6	3.5	2.9	—	—
Employment	1,414.1	1,416.7	1,395.3	– 0.2	1.4
Nonagricultural Wage and Salary	1,255.8	1,254.9	1,236.4	0.1	1.6
Agricultural	49.1	49.1	49.7	0.0	– 1.2
Self-employed, unpaid family, and domestics	109.2	112.7	109.2	– 3.1	0.0
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,254.1	1,252.1	1,234.5	0.2	1.6
Mining	33.7	33.9	31.2	– 0.6	8.0
Metallic Minerals	10.9	11.0	10.3	– 0.9	5.8
Bituminous Coal, Lignite, and Nonmetallic	5.9	5.9	6.0	0.0	1.7
Oil and Gas Extraction	16.9	17.0	14.9	– 0.6	13.4
Contract Construction	82.2	83.5	86.9	– 1.6	– 5.4
Manufacturing	183.8	184.4	183.8	– 0.3	0.0
Lumber, Wood Products, and Furniture	8.0	8.0	8.5	0.0	5.9
Stone, Clay, Glass, and Concrete Products	11.9	12.0	11.7	– 0.8	1.7
Primary and Fabricated Metals	19.4	19.4	20.5	0.0	5.4
Machinery, Except Electrical	28.1	28.2	26.5	– 0.4	6.0
Electric and Electronic Equipment	15.4	15.4	14.8	0.0	4.1
Transportation Equipment	12.7	12.5	11.0	1.6	15.5
Other Durable Goods	23.7	23.9	24.6	– 0.8	– 3.7
Food and Kindred Products	25.4	25.8	26.2	– 1.6	– 3.1
Textiles and Apparel	3.6	3.5	4.0	2.9	–10.0
Paper and Allied Products	1.9	1.9	2.0	0.0	– 5.0
Printing and Publishing	16.0	16.0	15.6	0.0	2.6
Chemicals and Allied Products	6.7	6.7	6.2	0.0	8.1
Other Nondurable Goods	11.2	11.2	12.2	0.0	– 8.2
Finance, Insurance, and Real Estate	77.7	78.8	75.8	– 1.4	2.5
Banking	19.5	19.8	18.9	– 1.5	3.2
Credit Agencies Other than Banks	12.1	12.1	11.8	0.0	2.5
Insurance Carriers, Agents, and Brokers	20.3	20.4	19.5	– 0.5	4.1
Real Estate and Combination Offices	21.5	22.3	21.8	– 3.6	– 1.4
Other Finance, Insurance, and Real Estate	4.2	4.2	3.8	0.0	10.5
Transportation and Public Utilities	77.6	77.6	77.9	0.0	– 0.4
Railroad Transportation	7.6	7.6	7.5	0.0	1.3
Trucking and Warehousing	15.9	16.0	17.3	– 0.6	– 8.1
Air Transportation	13.2	13.0	12.8	1.5	3.1
Other Transportation	6.2	6.2	5.8	0.0	6.9
Communications, Electric, Gas, and Sanitary Services	34.8	34.9	34.5	– 0.3	0.9
Trade	307.2	306.8	303.0	0.1	1.4
Wholesale Trade	74.5	74.4	73.6	0.1	1.2
Retail Trade	232.7	232.5	229.4	0.1	1.4
Services	254.2	257.7	244.1	– 1.4	4.1
Lodging and Combination Lodging/Eating Places	22.5	24.2	22.8	– 7.0	– 1.3
Personal Services	13.1	13.2	12.7	– 0.8	3.2
Business Services	48.7	48.3	47.3	0.8	3.0
Auto and Miscellaneous Repair Services	14.6	14.6	13.9	0.0	5.0
Amusements and Recreation	15.1	16.4	13.7	– 7.9	10.2
Health Services	64.8	64.7	62.1	0.2	4.4
Educational Services	7.8	7.8	7.2	0.0	8.3
Membership Organizations	20.8	21.1	20.8	– 1.4	0.0
Other Services	46.8	47.3	43.7	– 1.1	7.1
Government	237.7	229.3	231.9	3.7	2.5
Federal	52.7	53.5	51.7	– 1.5	1.9
State	56.8	52.5	55.3	8.2	2.7
Local	128.2	123.4	124.8	3.9	2.7

	September 1980	August 1980	September 1979	Percent Change September 1980 from	
				August 1980	September 1979
Average Weekly Hours					
Construction	36.8	36.9	38.5	– 0.3	– 4.4
Manufacturing	38.8	39.1	39.9	– 0.8	– 2.8
Nondurable Goods	38.1	38.4	38.8	– 0.8	– 1.8
Durable Goods	39.3	39.6	40.5	– 0.8	– 3.0
Average Weekly Earnings ($)					
Construction	394.50	391.51	385.38	0.8	2.4
Manufacturing	288.28	286.21	274.51	0.7	5.0
Nondurable Goods	280.42	277.25	267.72	1.1	4.7
Durable Goods	293.96	292.25	278.23	0.6	5.7
Initial Unemployment Claims (000)	12.7	11.4	7.8	11.4	62.8
Bankruptcies, All Types (number)	551	499	362	10.4	52.2
Total State Revenue ($000)	533,044	186,926	290,118	185.2	83.7
Total State Expenditures ($000)	363,200	222,762	274,673	63.0	32.2
Crude Oil Production (thous. bbls.)	2,457	2,496r	2,544	– 1.6	– 3.4
Dry Gas Production (mil. cu. ft.)	10,833	11,273r	10,699	– 3.9	1.3
Coal Production (thous. tons)	1,603.3	1,539.8	1,438.4	4.1	11.5
New Oil and Gas Wells (number)	151	221	133	–31.7	13.5
Natural Gas Used (bil. cu. ft.)	10.2	9.1	14.3	12.1	–28.7
Electrical Power Sales (mil. kwh)					
Residential	432.9*	458.4*	417.4	– 5.6	3.7
Nonresidential	1,106.8*	1,229.5*	1,066.5	–10.0	3.8
New Construction, 52 cities					
Residential permits (number)	1,677	1,606r	1,527r	4.4	9.8
Residential value ($000)	91,962	83,971r	65,899r	9.5	39.6
Nonresidential permits (number)	117	101	148	15.8	–20.9
Nonresidential value ($000)	60,433	21,345	41,089	183.1	47.1
Highway Contractor Payments ($000)	21,979	13,263	9,301	65.7	136.3
Ordinary Life Insurance Sales ($000)	528,456	542,768	414,352r	– 2.6	27.5
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	5,105	4,752r	4,710	7.4	8.4
Time and Savings ($000,000)	6,796	6,763r	6,393	0.5	6.3
Savings and Loan Net New Savings ($000)	83,700	42,200	69,700r	98.3	20.1
National Park Visits—9 areas (000)[b]	704.9*	1,203.0r	699.9	–41.4	0.7
Motor Vehicle Title Applications (000)	73.7	100.5	87.2	–26.7	–15.5
Highway Vehicle Traffic Counts at Border Stations (daily average)	39,833	53,537	38,718[d]	–25.6	2.9
Air Passengers, Stapleton (000)[c]	1,625	2,066	1,657	–21.3	– 1.9
Air Freight and Air Express, Stapleton (thous. lbs.)	23,590	23,264	20,303	1.4	16.2
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	67.00	69.30	69.90	– 3.3	– 4.1
Lambs (per cwt)	70.30	70.30	66.90	0.0	5.1
Wheat (per bu.)	3.61	3.63	3.51	– 0.6	2.9
Corn (per bu.)	2.78	2.95	2.84	– 5.8	– 2.1
Potatoes (per cwt)	5.60	n.a.	2.85	—	96.5
Wool (per lb.)	.91	.90	.81	1.1	12.4

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SICs). Previously reported data were on a March 1978 benchmark. Thus, these data are not comparable to those published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines and charter passengers.

[d] One station out-of-service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	September 1980	August 1980	September 1979
ALAMOSA (1978 pop. 8,000)			
Electric Power (kwh) ...	2,919	3,089	2,813
Deposits ($)—Demand .	23,949	21,751	21,864
(2 of 2 banks)—T&S ..	21,225	20,926	19,656
Constr. ($)—Res.	78	86	90
—Nonres. ...	0	0	0
ARVADA (1979 pop. 85,300)			
Electric Power (kwh) ..	27,509	27,945	24,413
Deposits ($)—Demand .	37,261	38,530	40,268
(3 of 4 banks)—T&S ..	35,453	35,046	36,075
Constr. ($)—Res.	1,309	3,911	823
—Nonres. ...	97	0	715
ASPEN (1978 pop. 7,500)			
Electric Power (kwh) ...	2,158	2,679	3,725
Deposits ($)—Demand .	16,127	15,091	16,325
(1 of 2 banks)—T&S ..	24,613	24,962	23,711
Constr. ($)—Res.	0	1,030	108
—Nonres. ...	0	37	0
AURORA (1979 pop. 151,900)			
Electric Power (kwh) ...	73,974	76,106	64,741
Deposits ($)—Demand .	44,864	42,106	43,140
(4 of 9 banks)—T&S ..	66,960	66,617	58,269
Constr. ($)—Res.	23,014	25,597	14,144
—Nonres. ...	8,967	534	1,995
BOULDER (1979 pop. 90,900)			
Electric Power (kwh) ...	50,209	53,263	49,914
Deposits ($)—Demand .	153,065	143,307r	145,679[e]
(7 of 8 banks)—T&S ..	239,849	241,020r	242,059[e]
Constr. ($)—Res.	1,668	2,162	1,774
—Nonres. ...	978	1,997	2,830
BRIGHTON (1979 pop. 12,000)			
Electric Power (kwh) ...	4,714	4,747	4,165
Deposits ($)—Demand .	20,192	20,141	19,160
(2 of 2 banks)—T&S ..	26,891	27,842	25,800
Constr. ($)—Res.	191	494	1,135
—Nonres. ...	0	0	0
BROOMFIELD (1979 pop. 23,200)			
Electric Power (kwh) ...	9,486	9,979	8,740
Deposits ($)—Demand .	17,259	15,204	15,671
(2 of 2 banks)—T&S ..	23,515	25,595	23,706
Constr. ($)—Res.	2,912	1,504	1,017
—Nonres. ...	251	110	0
BRUSH (1978 pop. 4,200)[a]			
Electric Power (kwh) ...	1,969	2,166	1,888
Deposits ($)—Demand .	12,067	12,941	14,878
(2 of 2 banks)—T&S ..	40,882	38,592	31,506
CANON CITY (1978 pop. 14,215)			
Electric Power (kwh) ...	22,018	24,114	23,065
Deposits ($)—Demand .	25,146	22,511	21,912
(3 of 3 banks)—T&S ..	58,656	58,500	51,258
Constr. ($)—Res.	123	368	470
—Nonres. ...	0	225	0
COLORADO SPRINGS (1978 pop. 201,700)			
Electric Power (kwh) ...	146,921	158,072	139,366
Deposits ($)—Demand .	300,605	288,329	290,355
(15 of 17 banks)—T&S	479,928	477,948	465,720
Constr. ($)—Res.[b]	12,891	9,127	9,043
—Nonres. ...	14,499	7,574	4,502
COMMERCE CITY (1979 pop. 16,000)			
Electric Power (kwh) ...	19,871	23,078	19,557
Deposits ($)—Demand .	9,974	9,055	9,534
(1 of 1 bank)—T&S ...	14,529	14,639	12,658
Constr. ($)—Res.	206	172	92
—Nonres. ...	0	0	541
CORTEZ (1978 pop. 8,200)			
Electric Power (kwh) ...	3,287	3,229	3,096
Deposits ($)—Demand .	16,481	14,810	17,488
(2 of 2 banks)—T&S ..	33,419	34,103	31,672
Constr. ($)—Res.	242	162	92
—Nonres. ...	1,204	0	0
CRAIG (1977 pop. 6,677)			
Electric Power (kwh) ...	4,546	4,109	4,118
Deposits ($)—Demand .	21,456	19,162	22,626
(2 of 2 banks)—T&S ..	37,406	38,907	33,167
Constr. ($)—Res.	433	397	535
—Nonres. ...	0	61	35
DENVER (1979 pop. 527,800)			
Electric Power (kwh) ...	340,931	350,193	319,578
Deposits ($)—Demand .	2,698,983	2,464,636	2,386,382
(31 of 34 banks)—T&S	2,702,106	2,663,030	2,587,422
Constr. ($)—Res.	18,247	10,749	4,092
—Nonres. ...	3,062	3,634	8,872
DURANGO (1978 pop. 14,100)			
Electric Power (kwh) ...	5,934	6,304	5,940
Deposits ($)—Demand .	38,437	36,096	37,604
(3 of 3 banks)—T&S ..	59,348	60,175	60,933
Constr. ($)—Res.	170	86	107
—Nonres. ...	15	33	174
ENGLEWOOD (1979 pop. 33,000)			
Electric Power (kwh) ...	21,055	21,690	20,285
Deposits ($)—Demand .	121,377	116,266	117,810
(5 of 5 banks)—T&S ..	163,406	162,879	153,805
Constr. ($)—Res.	130	1,610	75
—Nonres. ...	0	839	50
ESTES PARK (1976 pop. 2,127)			
Electric Power (kwh) ...	4,329	4,824	4,495
Deposits ($)—Demand .	10,900	12,270	11,808
(2 of 2 banks)—T&S ..	23,192	22,480	19,629
Constr. ($)—Res.	206	317	387
—Nonres. ...	0	0	0
FORT COLLINS (1977 pop. 67,100)			
Electric Power (kwh) ...	36,042	36,096	31,840
Deposits ($)—Demand .	116,985	107,382	117,402[g]
(7 of 7 banks)—T&S ..	219,364	219,212	197,795[g]
Constr. ($)—Res.	7,007	4,339	5,203
—Nonres. ...	4,683	193	4,427
FORT MORGAN (1976 pop. 8,582)			
Electric Power (kwh) ...	7,013	8,087	8,670
Deposits ($)—Demand .	21,973	20,643	20,348
(2 of 2 banks)—T&S ..	55,739	53,777	49,554
Constr. ($)—Res.	370	104	230
—Nonres. ...	0	0	0
GLENWOOD SPRINGS (1977 pop. 4,091)			
Electric Power (kwh) ...	3,979	4,511	3,878
Deposits ($)—Demand .	29,205	26,720	28,698
(2 of 2 banks)—T&S ..	60,594	61,956	55,731
Constr. ($)—Res.	446	1,845	674
—Nonres. ...	264	2,023	191
GOLDEN (1979 pop. 14,900)			
Electric Power (kwh) ...	5,788	5,801	5,750
Deposits ($)—Demand .	40,059	43,469	36,678
(2 of 2 banks)—T&S ..	65,438	65,684	61,108
Constr. ($)—Res.	0	364	948
—Nonres. ...	0	772	134
GRAND JUNCTION (1977 pop. 30,245)			
Electric Power (kwh) ...	17,738	18,523	17,526
Deposits ($)—Demand .	122,210	113,440	110,929
(5 of 5 banks)—T&S ..	171,011	174,272	148,720
Constr. ($)—Res.	794	857	992
—Nonres. ...	596	1,555	526
GREELEY (1977 pop. 58,900)			
Electric Power (kwh) ...	22,530	24,303	27,357
Deposits ($)—Demand .	95,147	84,934	100,107
(7 of 7 banks)—T&S ..	259,246	269,418	243,343
Constr. ($)—Res.	1,701	1,226	1,746
—Nonres. ...	269	0	170
GUNNISON (1978 pop. 6,000)			
Electric Power (kwh) ...	3,062	2,841	2,931
Deposits ($)—Demand .	17,780	15,725	15,653
(2 of 2 banks)—T&S ..	25,440	24,474	21,349
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
LA JUNTA (1976 pop. 8,700)			
Electric Power (kwh) ...	4,861	5,081	4,395
Deposits ($)—Demand .	20,338	16,542	16,568
(1 of 2 banks)—T&S ..	21,354	21,262	17,875
Constr. ($)—Res.	43	91	63
—Nonres. ...	183	63	50

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LOCAL BUSINESS CONDITIONS—Continued

	September 1980	August 1980	September 1979
LAKEWOOD (1979 pop. 134,400)			
Electric Power (kwh) ...	55,546	56,079	44,982
Deposits ($)—Demand .	134,413	134,688	143,898[f]
(6 of 8 banks)—T&S ..	227,130	224,945	222,418[f]
Constr. ($)—Res.	7,466	5,156	3,241
—Nonres. ...	386	161	1,139
LAMAR (1976 pop. 8,500)			
Electric Power (kwh) ...	7,404	8,486	7,859
Deposits ($)—Demand .	18,509	17,261	15,734
(2 of 2 banks)—T&S ..	33,357	32,461	26,588
Constr. ($)—Res.	67	78	58
—Nonres. ...	0	375	0
LITTLETON (1979 pop. 34,100)			
Electric Power (kwh) ...	17,334	15,346	15,252
Deposits ($)—Demand .	64,448	59,064	52,648
(3 of 3 banks)—T&S ..	93,605	96,285	96,921
Constr. ($)—Res.	2,201	2,933	1,247
—Nonres. ...	666	172	0
LONGMONT (1979 pop. 45,200)			
Electric Power (kwh) ...	18,968	20,419	17,944
Deposits ($)—Demand .	53,617	51,390	53,399
(5 of 5 banks)—T&S ..	105,187	100,984	95,625
Constr. ($)—Res.	824	1,256	2,835
—Nonres. ...	130	0	1,498
LOVELAND (1978 pop. 31,986)			
Electric Power (kwh) ...	15,594	16,185	15,244
Deposits ($)—Demand .	38,703	42,270	39,777
(4 of 4 banks)—T&S ..	75,125	75,826	74,767
Constr. ($)—Res.	773	441	1,737
—Nonres. ...	207	60	9,320
MANITOU SPRINGS (1978 pop. 4,900)[c]			
Electric Power (kwh) ...	1,373	1,367	1,339
Deposits ($)—Demand .	4,170	4,210	3,892
(1 of 1 bank)—T&S ..	6,847	6,771	6,454
MONTROSE (1976 pop. 8,500)[d]			
Deposits ($)—Demand .	25,922	28,273	26,512
(2 of 3 banks)—T&S ..	51,673	49,895	42,159
Constr. ($)—Res.	205	420	235
—Nonres. ...	193	0	95
NORTHGLENN (1979 pop. 33,000)			
Electric Power (kwh) ...	10,979	12,846	11,165
Deposits ($)—Demand .	24,426	22,811	21,457
(2 of 2 banks)—T&S ..	28,726	28,453	30,742
Constr. ($)—Res.	0	0	541
—Nonres. ...	0	0	0
PUEBLO (1976 pop. 105,000)			
Electric Power (kwh) ...	54,370	60,040	53,447
Deposits ($)—Demand .	128,667	117,400	122,370
(8 of 8 banks)—T&S ..	200,643	198,117	183,325
Constr. ($)—Res.	595	512	600
—Nonres. ...	0	122	230
ROCKY FORD (1976 pop. 5,250)			
Electric Power (kwh) ...	6,586	7,066	5,880
Deposits ($)—Demand .	8,212	6,847	8,405
(2 of 2 banks)—T&S ..	9,472	9,406	7,759
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
SALIDA (1978 pop. 5,354)			
Electric Power (kwh) ...	1,454	1,501	1,551
Deposits ($)—Demand .	11,294	10,882	10,806
(2 of 2 banks)—T&S ..	23,270	23,615	20,608
Constr. ($)—Res.	130	128	528
—Nonres. ...	0	0	1,400
STERLING (1978 pop. 11,500)			
Electric Power (kwh) ...	6,588	7,465	6,353
Deposits ($)—Demand .	35,694	33,745	30,331
(3 of 3 banks)—T&S ..	83,327	81,320	74,906
Constr. ($)—Res.	935	50	59
—Nonres. ...	0	25	0
THORNTON (1979 pop. 37,000)			
Electric Power (kwh) ...	15,043	15,816	13,862
Deposits ($)—Demand .	11,892	11,383	12,923
(1 of 1 bank)—T&S ...	9,207	8,886	8,596
Constr. ($)—Res.	926	1,091	1,794
—Nonres. ...	170	0	0
TRINIDAD (1976 pop. 10,000)			
Electric Power (kwh) ...	3,026	2,921	2,819
Deposits ($)—Demand .	14,699	14,229	14,709
(2 of 2 banks)—T&C ..	28,897	28,392	25,833
Constr. ($)—Res.	115	95	136
—Nonres. ...	0	0	0
WALSENBURG (1976 pop. 4,600)			
Electric Power (kwh) ...	1,128	1,255	1,169
Deposits ($)—Demand .	5,712	5,587	5,753
(1 of 1 bank)—T&S ...	12,462	12,333	12,318
Constr. ($)—Res.	0	0	57
—Nonres. ...	54	0	6
WESTMINSTER (1979 pop. 54,300)			
Electric Power (kwh) ...	20,447	21,046	14,878
Deposits ($)—Demand .	31,496	31,477	32,685
(2 of 2 banks)—T&S ..	41,397	41,885	37,945
Constr. ($)—Res.	4,091	3,544	5,972
—Nonres. ...	325	65	929
WHEAT RIDGE (1979 pop. 38,000)			
Electric Power (kwh) ...	22,274	23,952	23,123
Deposits ($)—Demand .	23,077	21,273	22,035
(2 of 2 banks)—T&S ..	35,848	34,030	31,276
Constr. ($)—Res.	343	0	216
—Nonres. ...	0	701	1,065

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

[e] Eight banks reporting.

[f] Seven banks reporting.

[g] Six banks reporting.

NOTES: Population figures are estimates from regional council of governments, and individual cities.
T&S—Time and Savings Deposits
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIV, Number 2, February 1981

Population Change for Colorado, 1970-1980

(Preliminary Results from the 1980 Census for Colorado Counties)

IRENE KALENOVA, REID T. REYNOLDS, AND Y. RICHARD LIN

This article was prepared by Irene Kalenova, Demographic Researcher, Reid T. Reynolds, State Demographer, and Y. Richard Lin, Demographer, Demographic Section, Colorado Division of Planning, Department of Local Affairs, Denver.

Recently released preliminary results from the 1980 Census of Population and Housing show that Colorado's population was 2,877,726 as of April 1, 1980. This represents growth of 30.2% or 667,741 more people than were counted for 1970. The number of housing units grew even more rapidly, reaching 1,191,062, for an increase of 57.2% over the 1970 figure.

This article contains preliminary 1980 counts for the state as a whole and for counties. Information on the relative rank of counties (both in terms of size and growth rate) is included.

These preliminary figures should not be confused with final census counts, which have yet to be released. Preliminary figures for counties were released to the press in the fall of 1980. The final figure for Colorado and all other states was delivered to President Carter December 31, 1980, along with the new apportionment of the U. S. House of Representatives. The final figure for Colorado was 2,888,834 or 11,108 higher than the preliminary total. Final figures for counties and smaller units of geography are scheduled to be published by the Census Bureau in spring, 1981, pending the outcome of current court suits.

The preliminary figures contained in this report also should not be confused with preliminary census results shown to local officials during the summer of 1980 as part of the Local Review Program. Those figures were distributed before census field operations had been completed.

COUNTY GROWTH

Table 1 shows that 47 counties gained population since 1970 and 16 lost population. Five counties (Douglas, Moffat, Park, Routt, and Teller) have at least doubled their population and one county (Summit) grew by more than three times. The population of 12 additional counties (Arapahoe, Clear Creek, Eagle, Elbert, Garfield, Gilpin, Grand, Hinsdale, Jef-

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TABLE 1
POPULATION CHANGE FOR COLORADO COUNTIES
AND
COUNTY RANKS, 1970-1980

State and Counties	1970 Census (Final)	Rank	1980 Census (Preliminary)	Rank	1970-1980 Change Number	Rank	1970-1980 Change Percent	Rank
COLORADO	2,209,596		2,877,726		667,741		30.2	
Adams	185,789	4	244,786	5	58,997	5	31.8	27
Alamosa	11,422	22	11,761	27	339	40	3.0	42
Arapahoe	162,142	5	293,335	4	131,193	2	80.9	10
Archuleta	2,733	50	3,631	49	898	35	32.9	34
Baca	5,674	37	5,366	43	−308	59	−5.4	59
Bent	6,493	35	5,922	42	−571	60	−8.8	62
Boulder	131,889	6	188,456	6	56,567	6	42.9	20
Chaffee	10,162	24	13,219	23	3,057	26	30.1	30
Cheyenne	2,396	52	2,137	55	−259	58	−10.8	63
Clear Creek	4,819	41	7,264	38	2,445	28	50.7	18
Conejos	7,846	28	7,686	35	−160	53	−2.0	50
Costilla	3,091	48	3,013	52	−78	49	−2.5	51
Crowley	3,086	49	2,961	53	−125	50	−4.1	54
Custer	1,120	60	1,509	60	389	38	34.7	25
Delta	15,286	18	21,161	18	5,875	17	38.4	23
Denver	514,678	1	488,765	1	−25,913	63	−5.0	58
Dolores	1,641	57	1,657	59	16	46	1.0	45
Douglas	8,407	26	25,138	13	16,731	9	199.0	2
Eagle	7,498	31	12,707	26	5,209	19	69.5	12
Elbert	3,903	44	6,818	39	2,915	27	74.7	11
El Paso	235,972	2	308,920	3	72,948	3	30.9	28
Fremont	21,942	12	28,580	11	6,638	14	30.3	29
Garfield	14,821	19	22,483	15	7,662	11	51.7	17
Gilpin	1,272	59	2,441	54	1,169	32	91.9	8
Grand	4,107	43	7,453	37	3,346	23	81.5	9
Gunnison	7,578	29	10,655	28	3,077	25	40.6	22
Hinsdale	202	63	395	63	193	41	95.5	7
Huerfano	6,590	33	6,380	40	−210	55	−3.2	53
Jackson	1,811	56	1,865	58	54	43	3.0	41
Jefferson	235,368	3	370,372	2	135,004	1	57.4	16
Kiowa	2,029	54	1,867	57	−162	54	−8.0	61
Kit Carson	7,530	30	7,564	36	34	44	.5	46
Lake	8,282	27	8,813	32	531	36	6.4	38
La Plata	19,199	14	27,107	12	7,908	10	41.2	21
Larimer	89,900	8	149,205	7	59,305	4	66.0	13
Las Animas	15,744	17	14,894	21	−850	61	−5.4	60
Lincoln	4,836	40	4,679	46	−157	52	−3.2	52
Logan	18,852	15	19,696	19	844	34	4.5	40
Mesa	54,374	10	81,482	10	27,108	8	49.9	19
Mineral	786	62	806	62	20	45	2.5	43
Moffat	6,525	34	13,129	24	6,604	15	101.2	6
Montezuma	12,952	21	16,348	20	3,396	22	26.2	32
Montrose	18,366	16	24,239	14	5,873	18	32.0	26
Morgan	20,105	13	21,977	17	1,872	29	9.3	37
Otero	23,523	11	22,393	16	−1,130	62	−4.8	57
Ouray	1,546	58	1,912	56	366	39	23.7	33
Park	2,185	53	5,308	44	3,123	24	142.9	3
Phillips	4,131	42	4,526	47	395	37	9.6	36
Pitkin	6,185	36	10,222	30	4,037	21	65.3	14
Prowers	13,258	20	13,038	25	−220	56	−1.7	49
Pueblo	118,238	7	125,737	8	7,499	12	6.3	39
Rio Blanco	4,842	39	6,294	41	1,452	30	30.0	31
Rio Grande	10,494	23	10,495	29	1	47	0.0	47
Routt	6,592	32	13,374	22	6,782	13	102.9	5
Saguache	3,827	45	3,913	48	86	42	2.2	44
San Juan	831	61	830	61	−1	48	−0.1	48
San Miguel	1,949	55	3,191	51	1,242	31	63.7	15
Sedgwick	3,405	46	3,264	50	−141	51	−4.1	55
Summit	2,665	51	8,704	33	6,039	16	226.6	1
Teller	3,316	47	8,019	34	4,703	20	141.8	4
Washington	5,550	38	5,301	45	−249	57	−4.5	56
Weld	89,297	9	122,905	9	33,608	7	37.6	24
Yuma	8,544	25	9,658	31	1,114	33	13.0	35

ferson, Larimer, Pitkin, and San Miguel) increased by more than 50%.

An additional 12 counties grew by more than did the state as a whole, but by less than 50% (Adams, Archuleta, Boulder, Custer, Delta, El Paso, Fremont, Gunnison, La Plata, Mesa, Montrose, and Weld). Finally, 16 other counties showed an increase over their 1970 population, though they grew at a rate below the state as a whole.

In terms of total numbers of people added, the largest increase occurred in Jefferson County, where the population grew by 135,004, while Arapahoe County was close behind with an increase of 131,193, according to the preliminary figures. Four other counties (El Paso, Larimer, Adams, and Boulder) added more than 50,000 people.

Interestingly, Rio Grande County added just one resident over its 1970 total. This was neatly balanced by the loss of one person in San Juan County.

POPULATION LOSS

The largest percentage loss of population was registered in Cheyenne County where the preliminary figures show a decline of 10.8%. Cheyenne County was closely followed by two other eastern counties—Bent County, which lost 8.8%, and Kiowa County, which lost 8.0% during the decade. Thirteen additional counties showed a modest population loss since 1970. In order of decline they are Baca, Las Animas, Denver, Otero, Washington, Crowley, Sedgwick, Huerfano, Lincoln, Costilla, Conejos, Prowers, and the aforementioned San Juan County.

The largest loss in terms of numbers of people was registered in the City and County of Denver, where 25,913 fewer people were counted than in the 1970 Census, according to these preliminary figures. The next largest numerical decline occurred in Otero County, with a drop of 1,130 since 1970. The remaining eleven counties which registered a population decline since 1970 all lost fewer than 1,000 people.

COUNTY RANKS

In 1980 as in 1970 the most populous county was Denver. Moving into second place this year was Jefferson County which displaced El Paso County, now the third most populous county in the state. The remainder of the ten most populous counties are (in declining order) Arapahoe, Adams, Boulder, Larimer, Pueblo, Weld, and Mesa.

Five suburban counties in the Denver metropolitan area were among the top ten counties in terms of absolute numbers of people added. They are (in order) Jefferson, Arapahoe, Adams, Boulder, and Douglas. Other counties among the top ten were El Paso, Larimer, Mesa, and La Plata.

METROPOLITAN AREAS

Table 2 shows population change for the state's Standard Metropolitan Statistical Areas (SMSAs). Twelve counties are included in the state's five SMSAs.

Over 80% of the state's total growth was registered by its 12 metropolitan counties, which grew at a rate of 31.1%. However, the remaining 51 nonmetropolitan counties, considered together, increased at only a slightly slower rate—26.8%. There is, however, great variation in both categories. The fastest growing metropolitan area, Fort Collins, grew by 66.0% while Pueblo grew by only 6.3%. Among the nonmetropolitan counties are the most rapidly growing county in the state (Summit) and the most rapidly declining county (Cheyenne).

TABLE 2
POPULATION CHANGE FOR STANDARD METROPOLITAN STATISTICAL AREAS (SMSAs), AND NONMETROPOLITAN COUNTIES, 1970-1980

SMSA (Counties)	1970 Census (Final)	1980 Census (Preliminary)	1970-1980 Change	
			Number	Percent
Metropolitan	1,776,268	2,328,079	551,811	31.1
Colorado Springs SMSA	239,288	316,939	77,651	32.5
Denver-Boulder SMSA	1,239,545	1,613,293	373,748	30.2
Fort Collins SMSA	89,900	149,205	59,305	66.0
Greeley SMSA	89,297	122,905	33,608	37.6
Pueblo SMSA	118,238	125,737	7,499	6.3
Nonmetropolitan	433,328	549,647	116,319	26.8

SUBSEQUENT REPORTS

The preliminary figures contained in this report were obtained from the U. S. Bureau of the Census and are believed to be accurate and reliable. However, readers may wish to obtain official census publications from the Regional Data Users Service Office, P. O. Box 25207, 575 Union Boulevard, Denver, Colorado 80225 (303-234-5825), or from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20401. Federal Depository Libraries and Affiliates of Colorado's State Data Center also will be receiving 1980 Census reports.

BUSINESS AND ECONOMICS BIBLIOGRAPHY PUBLISHED

The Bureau of Business Research at West Virginia University recently announced the publication of the 1980 *AUBER Bibliography*. An excellent reference source for anyone interested in the fields of business and economics, the *Bibliography* lists over 2,400 publications such as books, articles, and monographs from 116 college and university research organizations across the U.S.

Researchers and other users will find that the *AUBER Bibliography* covers more than 125 subjects, with the largest number of entries in such categories as business and public administration, international business, marketing and advertising, regional economics, personnel management, and financial markets. Three classification systems make the *Bibliography* an extremely efficient research tool. Listings of publications by subject matter and issuing agency are complemented by an author's index for thorough reference capability.

Copies may be ordered at $12.50 per copy from the Bureau of Business Research, 209 Armstrong Hall, West Virginia University, Morgantown, WV 26506. Limited quantities of past volumes are also available.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

				Percent Change October 1980 from	
	October 1980	September 1980	October 1979	September 1980	October 1979
Total Civilian Labor Force (by place of residence)[a]	1,473.7	1,466.8	1,447.3	0.5	1.8
Unemployment	53.8	52.7	43.6	2.1	23.4
Unemployment Rate (percent)	3.6	3.6	3.0	—	—
Employment	1,419.9	1,414.1	1,403.7	0.4	1.2
Nonagricultural Wage and Salary	1,263.3	1,255.8	1,247.6	0.6	1.3
Agricultural	45.7	49.1	46.3	− 6.9	− 1.3
Self-employed, unpaid family, and domestics	110.9	109.2	109.8	1.6	1.0
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,262.7	1,254.1	1,246.7	0.7	1.3
Mining	33.6	33.7	31.2	− 0.3	7.7
Metallic Minerals	10.8	10.9	10.3	− 0.9	4.9
Bituminous Coal, Lignite, and Nonmetallic	5.9	5.9	5.9	0.0	0.0
Oil and Gas Extraction	16.8	16.9	15.0	− 0.6	12.0
Contract Construction	81.4	82.2	89.0	− 1.0	− 1.2
Manufacturing	185.3	183.8	185.8	0.8	− 0.3
Lumber, Wood Products, and Furniture	8.1	8.0	8.5	1.3	− 4.7
Stone, Clay, Glass, and Concrete Products	11.8	11.9	11.6	− 0.8	1.7
Primary and Fabricated Metals	19.3	19.4	20.3	− 0.5	− 4.9
Machinery, Except Electrical	28.1	28.1	26.5	0.0	6.0
Electric and Electronic Equipment	15.5	15.4	15.0	0.7	3.3
Transportation Equipment	12.9	12.7	11.3	1.6	14.2
Other Durable Goods	23.6	23.7	24.5	− 0.4	− 3.7
Food and Kindred Products	26.5	25.4	27.8	4.3	− 4.7
Textiles and Apparel	3.5	3.6	3.9	− 2.8	−10.3
Paper and Allied Products	1.9	1.9	2.0	0.0	− 5.0
Printing and Publishing	16.1	16.0	15.9	0.6	1.3
Chemicals and Allied Products	6.7	6.7	6.2	0.0	8.1
Other Nondurable Goods	11.3	11.2	12.2	0.9	− 7.4
Finance, Insurance, and Real Estate	77.9	77.7	76.3	0.3	2.1
Banking	19.6	19.5	18.9	0.5	3.7
Credit Agencies Other than Banks	12.3	12.1	12.0	1.7	2.5
Insurance Carriers, Agents, and Brokers	20.3	20.3	19.7	0.0	3.1
Real Estate and Combination Offices	21.3	21.5	21.9	− 0.9	− 2.7
Other Finance, Insurance, and Real Estate	4.3	4.2	3.9	2.4	10.3
Transportation and Public Utilities	77.2	77.6	77.9	− 0.5	− 0.9
Railroad Transportation	7.5	7.6	7.4	− 1.3	1.4
Trucking and Warehousing	15.8	15.9	17.4	− 0.6	− 9.2
Air Transportation	13.0	13.2	12.9	− 1.5	0.8
Other Transportation	6.2	6.2	5.7	0.0	8.8
Communications, Electric, Gas, and Sanitary Services	34.7	34.8	34.5	− 0.3	0.6
Trade	306.1	307.2	302.6	− 0.4	1.2
Wholesale Trade	74.6	74.5	73.9	0.1	1.0
Retail Trade	231.5	232.7	228.7	− 0.5	1.2
Services	254.3	254.2	244.1	0.0	4.2
Lodging and Combination Lodging/Eating Places	21.9	22.5	21.4	− 2.7	2.3
Personal Services	13.2	13.1	12.5	0.8	5.6
Business Services	48.8	48.7	47.7	0.2	2.3
Auto and Miscellaneous Repair Services	14.6	14.6	14.2	0.0	2.8
Amusements and Recreation	14.0	15.1	12.1	− 7.3	15.7
Health Services	64.8	64.8	62.1	0.0	4.4
Educational Services	9.5	7.8	8.9	21.8	6.7
Membership Organizations	20.8	20.8	21.0	0.0	− 1.0
Other Services	46.7	46.8	44.2	− 0.2	5.7
Government	246.9	237.7	239.8	3.9	3.0
Federal	52.3	52.7	51.2	− 0.8	2.2
State	60.7	56.8	60.1	6.9	1.0
Local	133.8	128.2	128.5	4.4	4.1

	October 1980	September 1980	October 1979	Percent Change October 1980 from September 1980	Percent Change October 1980 from October 1979
Average Weekly Hours					
Construction	37.1	36.8	37.8	0.8	– 1.9
Manufacturing	39.1	38.8	39.3	0.7	– 0.5
Nondurable Goods	38.6	38.1	38.1	1.3	1.3
Durable Goods	39.4	39.3	40.1	0.3	– 1.7
Average Weekly Earnings ($)					
Construction	396.60	394.50	378.76	0.5	4.7
Manufacturing	291.29	288.28	269.60	1.0	8.1
Nondurable Goods	282.55	280.42	260.60	0.8	8.4
Durable Goods	296.68	293.96	275.89	0.9	7.5
Initial Unemployment Claims (000)	15.1	12.7	10.9	18.9	38.5
Bankruptcies, All Types (number)	638	551	318	15.8	100.6
Total State Revenue ($000)	288,121	533,044	244,717	–45.9	17.7
Total State Expenditures ($000)	288,730	363,200	237,877	–20.5	21.4
Crude Oil Production (thous. bbls.)	2,502	2,457	2,687	1.8	– 6.9
Dry Gas Production (mil. cu. ft.)	14,479	10,833	11,103	33.7	30.4
Coal Production (thous. tons)	1,446.7	1,603.3	1,699.4r	– 9.8	–14.9
New Oil and Gas Wells (number)	213	151	163	41.1	30.7
Natural Gas Used (bil. cu. ft.)	17.2	10.2	18.9	68.6	– 9.0
Electrical Power Sales (mil. kwh)					
Residential	410.6*	432.9*	395.6	– 5.2	3.8
Nonresidential	997.8*	1,106.8*	959.7	– 9.8	4.0
New Construction, 52 cities					
Residential permits (number)	1,179	1,677	1,640r	–29.7	–28.1
Residential value ($000)	69,372	91,962	71,493r	–24.6	– 3.0
Nonresidential permits (number)	168	117	215	43.6	–21.9
Nonresidential value ($000)	88,740	60,433	32,660	46.8	171.7
Highway Contractor Payments ($000)	18,192	21,979	21,772	–17.2	–16.4
Ordinary Life Insurance Sales ($000)	623,126	528,456	482,649r	17.9	29.1
Bank Deposits, 119 cities, 239 of 299 banks					
Demand ($000,000)	4,925	5,105	4,734	– 3.5	4.0
Time and Savings ($000,000)	6,725	6,796	6,324	– 1.0	6.3
Savings and Loan Net New Savings ($000)	84,100	83,700	29,300r	0.5	187.0
National Park Visits—9 areas (000)[b]	419.0*	704.9*	406.1	–40.6	3.2
Motor Vehicle Title Applications (000)	100.7	73.7	85.9	36.6	17.2
Highway Vehicle Traffic Counts at Border Stations (daily average)	36,832	39,833	33,143[d]	– 7.5	11.1
Air Passengers, Stapleton (000)[c]	1,692	1,625	1,631	4.1	3.7
Air Freight and Air Express, Stapleton (thous. lbs.)	26,694	23,590	21,179	13.2	26.0
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	66.10	67.00	69.00	– 1.3	– 4.2
Lambs (per cwt)	67.30	70.30	66.30	– 4.3	1.5
Wheat (per bu.)	3.90	3.61	3.56	8.0	9.6
Corn (per bu.)	2.90	2.78	2.44	4.3	18.9
Potatoes (per cwt)	4.40	5.60	2.64	–21.4	66.7
Wool (per lb.)	.91	.91	.85	0.0	7.1

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SICs). Previously reported data were on a March 1978 benchmark. Thus, these data are not comparable to those published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines, and charter passengers.

[d] One station was out-of-service.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	October 1980	September 1980	October 1979
ALAMOSA (pop. 6,841)			
Electric power (kwh) ...	3,062	2,919	2,894
Deposits ($)—Demand .	23,760	23,949	23,064
(2 of 2 banks)—T&S ..	23,275	21,225	19,624
Constr. ($)—Res.	60	78	30
—Nonres. ...	0	0	50
ARVADA (pop. 77,749)			
Electric Power (kwh) ...	25,122	27,509	25,055
Deposits ($)—Demand .	37,074	37,261	36,815
(3 of 4 banks)—T&S ..	35,748	35,453	35,440
Constr. ($)—Res.	1,495	1,309	976
—Nonres. ...	461	97	215
ASPEN (pop. 3,614)			
Electric Power (kwh) ...	3,691	2,158	3,399
Deposits ($)—Demand .	15,780	16,127	16,159
(1 of 2 banks)—T&S ..	24,458	24,613	23,925
Constr. ($)—Res.	725	0	550
—Nonres. ...	140	0	0
AURORA (pop. 158,143)			
Electric Power (kwh) ...	69,759	73,974	63,303
Deposits ($)—Demand .	44,925	44,864	41,701
(4 of 9 banks)—T&S ..	68,025	66,960	59,578
Constr. ($)—Res.	15,007	23,014	16,871
—Nonres. ...	3,878	8,967	4,417
BOULDER (pop. 76,228)			
Electric Power (kwh) ...	46,330	50,209	45,743
Deposits ($)—Demand .	159,238	153,065	151,199
(7 of 8 banks)—T&S ..	239,023	239,849	241,327
Constr. ($)—Res.	1,377	1,668	1,446
—Nonres. ...	1,305	978	400
BRIGHTON (pop. 12,870)			
Electric Power (kwh) ...	4,387	4,714	3,977
Deposits ($)—Demand .	19,972	20,192	19,867
(2 of 2 banks)—T&S ..	25,778	26,891	25,288
Constr. ($)—Res.	1,173	191	235
—Nonres. ...	0	0	0
BROOMFIELD (pop. 20,633)			
Electric Power (kwh) ...	8,792	9,486	8,524
Deposits ($)—Demand .	15,635	17,259	15,584
(2 of 2 banks)—T&S ..	25,822	23,515	23,003
Constr. ($)—Res.	463	2,912	2,551
—Nonres. ...	1,589	251	0
BRUSH (pop. 3,741)[a]			
Electric Power (kwh) ...	1,902	1,969	1,837
Deposits ($)—Demand .	11,940	12,067	12,950
(2 of 2 banks)—T&S ..	39,703	40,882	33,039
CANON CITY (pop. 12,926)			
Electric Power (kwh) ...	22,346	22,018	22,069
Deposits ($)—Demand .	23,612	25,146	21,299
(3 of 3 banks)—T&S ..	58,868	58,656	52,353
Constr. ($)—Res.	86	123	269
—Nonres. ...	25	0	140
COLORADO SPRINGS (pop. 206,939)			
Electric Power (kwh) ...	151,254	146,921	145,821
Deposits ($)—Demand .	296,255	300,605	294,721
(15 of 17 banks—T&S	485,401	479,928	467,039
Constr. ($)—Res.[b]	13,939	12,891	10,471
—Nonres. ...	8,335	14,499	11,336
COMMERCE CITY (pop. 16,220)			
Electric Power (kwh) ...	20,948	19,871	19,261
Deposits ($)—Demand .	9,983	9,974	9,840
(1 of 1 bank)—T&S ...	15,722	14,529	10,151
Constr. ($)—Res.	111	206	46
—Nonres. ...	545	0	501
CORTEZ (pop. 7,004)			
Electric Power (kwh) ...	3,043	3,287	2,555
Deposits ($)—Demand .	16,214	16,481	16,706
(2 of 2 banks)—T&S ..	33,449	33,419	31,545
Constr. ($)—Res.	391	242	223
—Nonres. ...	0	1,204	405
CRAIG (pop. 8,134)			
Electric Power (kwh) ...	4,414	4,546	4,146
Deposits ($)—Demand .	22,666	21,456	21,883
(2 of 2 banks)—T&S ..	35,797	37,406	34,236
Constr. ($)—Res.	1,624	433	933
—Nonres. ...	49	0	145

	October 1980	September 1980	October 1979
DENVER (pop. 488,765)			
Electric Power (kwh) ...	322,568	340,931	307,406
Deposits ($)—Demand .	2,551,650	2,698,983	2,371,984
(31 of 34 banks—T&S	2,627,971	2,702,106	2,510,741
Constr. ($)—Res.	13,018	18,247	6,416
—Nonres. ...	50,994	3,062	6,373
DURANGO (pop. 10,450)			
Electric Power (kwh) ...	6,270	5,934	5,970
Deposits ($)—Demand .	37,047	38,437	35,830
(3 of 3 banks)—T&S ..	59,388	59,348	56,908
Constr. ($)—Res.	170	170	0
—Nonres. ...	0	15	1,030
ENGLEWOOD (pop. 29,851)			
Electric Power (kwh) ...	19,004	21,055	19,356
Deposits ($)—Demand .	124,117	121,377	117,490
(5 of 5 banks)—T&S ..	168,411	163,406	153,183
Constr. ($)—Res.	77	130	116
—Nonres. ...	417	0	473
ESTES PARK (pop. 2,718)			
Electric Power (kwh) ...	3,647	4,329	3,659
Deposits ($)—Demand .	8,872	10,900	10,268
(2 of 2 banks)—T&S ..	22,599	23,192	19,255
Constr. ($)—Res.	273	206	24
—Nonres. ...	0	0	0
FORT COLLINS (pop. 66,235)			
Electric Power (kwh) ...	37,811	36,042	26,643
Deposits ($)—Demand .	117,828	116,985[e]	118,535[f]
(8 of 8 banks)—T&S ..	222,181	219,364[e]	199,828[f]
Constr. ($)—Res.	3,219	7,007	6,213
—Nonres. ...	1,899	4,683	313
FORT MORGAN (pop. 8,758)			
Electric Power (kwh) ...	6,635	7,013	4,550
Deposits ($)—Demand .	22,726	21,973	20,766
(2 of 2 banks)—T&S ..	55,341	55,739	49,535
Constr. ($)—Res.		370	236
—Nonres. ...		0	0
GLENWOOD SPRINGS (pop. 4,573)			
Electric Power (kwh) ...	4,058	3,979	3,636
Deposits ($)—Demand .	29,408	29,205	30,008
(2 of 2 banks)—T&S ..	60,842	60,594	55,741
Constr. ($)—Res.	118	531	336
—Nonres. ...	170	264	0
GOLDEN (pop. 12,238)			
Electric Power (kwh) ...	5,420	5,788	5,315
Deposits ($)—Demand .	38,141	40,059	34,898
(2 of 2 banks)—T&S ..	68,010	65,438	62,009
Constr. ($)—Res.	56	0	1,016
—Nonres. ...	0	0	0
GRAND JUNCTION (pop. 28,135)			
Electric Power (kwh) ...	16,586	17,738	15,870
Deposits ($)—Demand .	121,957	122,210	105,621
(5 of 5 banks)—T&S ..	174,768	171,011	152,237
Constr. ($)—Res.	2,108	794	735
—Nonres. ...	4,137	596	49
GREELEY (pop. 52,480)			
Electric Power (kwh) ...	21,079	22,530	22,259
Deposits ($)—Demand .	92,298	95,147	94,997
(7 of 7 banks)—T&S ..	265,894	259,246	249,578
Constr. ($)—Res.	1,344	1,701	1,913
—Nonres. ...	47	269	158
GUNNISON (pop. 5,780)			
Electric Power (kwh) ...	3,586	3,062	3,355
Deposits ($)—Demand .	17,733	17,780	16,639
(2 of 2 banks)—T&S ..	24,625	25,440	21,966
Constr. ($)—Res.	334	0	750
—Nonres. ...	0	0	0
LA JUNTA (pop. 8,297)			
Electric Power (kwh) ...	4,645	4,861	4,347
Deposits ($)—Demand .	19,224	20,337	18,633
(1 of 2 banks)—T&S ..	22,412	21,354	17,831
Constr. ($)—Res.	89	43	0
—Nonres. ...	0	183	30

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LOCAL BUSINESS CONDITIONS—Continued

	October 1980	September 1980	October 1979
LAKEWOOD (pop. 113,787)			
Electric Power (kwh) . . .	52,972	55,546	50,155
Deposits ($)—Demand .	140,191	134,413	170,550[e]
(6 of 8 banks)—T&S . .	231,251	227,130	218,631[e]
Constr. ($)—Res.	1,734	7,466	1,325
—Nonres. . . .	2,834	386	4,133
LAMAR (pop. 7,699)			
Electric Power (kwh) . . .	5,770	7,404	5,345
Deposits ($)—Demand .	18,535	18,509	14,762
(2 of 2 banks)—T&S . .	35,107	33,357	27,153
Constr. ($)—Res.	73	67	754
—Nonres. . . .	50	0	0
LITTLETON (pop. 28,600)			
Electric Power (kwh) . . .	14,832	17,334	16,038
Deposits ($)—Demand .	38,941*	64,448	54,953
(3 of 3 banks)—T&S . .	55,900*	93,605	93,560
Constr. ($)—Res.	1,614	2,201	648
—Nonres. . . .	131	666	126
LONGMONT (pop. 42,902)			
Electric Power (kwh) . . .	20,174	18,968	18,025
Deposits ($)—Demand .	51,588	53,617	55,010
(5 of 5 banks)—T&S . .	103,058	105,187	93,846
Constr. ($)—Res.	1,090	824	3,099
—Nonres. . . .	1,260	130	605
LOVELAND (pop. 30,231)			
Electric Power (kwh) . . .	17,017	15,594	14,100
Deposits ($)—Demand .	41,380	38,703	42,185
(4 of 4 banks)—T&S . .	76,635	75,125	75,585
Constr. ($)—Res.	421	773	4,075
—Nonres. . . .	714	207	542
MANITOU SPRINGS (pop. 4,411)[c]			
Electric Power (kwh) . . .	1,175	1,373	1,163
Deposits ($)—Demand .	3,855	4,170	3,670
(1 of 1 bank)—T&S . . .	7,184	6,847	6,565
MONTROSE (pop. 8,668)[d]			
Deposits ($)—Demand .	23,381	25,922	30,317
(2 of 3 banks)—T&S . .	53,543	51,673	43,271
Constr. ($)—Res.	425	205	307
—Nonres. . . .	0	193	0
NORTHGLENN (pop. 29,748)			
Electric Power (kwh) . . .	10,112	10,979	9,955
Deposits ($)—Demand .	21,059	24,426	23,163
(2 of 2 banks)—T&S . .	28,863	28,726	30,843
Constr. ($)—Res.	616	0	0
—Nonres. . . .	2,365	0	0
PUEBLO (pop. 101,504)			
Electric Power (kwh) . . .	58,579	54,370	49,535
Deposits ($)—Demand .	125,298	128,667	122,182
(8 of 8 banks)—T&S . .	202,390	200,643	185,157
Constr. ($)—Res.	312	595	1,179
—Nonres. . . .	496	0	328
ROCKY FORD (pop. 4,717)			
Electric Power (kwh) . . .	5,292	6,586	5,301
Deposits ($)—Demand .	7,812	8,212	8,693
(2 of 2 banks)—T&S . .	9,512	9,472	7,615
Constr. ($)—Res.	0	0	0
—Nonres. . . .	0	0	0
SALIDA (pop. 4,878)			
Electric Power (kwh) . . .	1,462	1,454	1,319
Deposits ($)—Demand .	10,571	11,294	11,137
(2 of 2 banks)—T&S . .	23,923	23,270	20,942
Constr. ($)—Res.	0	130	177
—Nonres. . . .	0	0	0
STERLING (pop. 11,299)			
Electric Power (kwh) . . .	5,684	6,588	6,070
Deposits ($)—Demand .	36,901	35,694	32,751
(3 of 3 banks)—T&S . .	83,533	83,327	75,461
Constr. ($)—Res.	73	935	159
—Nonres. . . .	0	0	0
THORNTON (pop. 39,948)			
Electric Power (kwh) . . .	14,004	15,043	13,698
Deposits ($)—Demand .	12,006	11,892	11,881
(1 of 1 bank)—T&S . . .	9,279	9,207	8,322
Constr. ($)—Res.	1,174	926	2,429
—Nonres. . . .	5,374	170	404
TRINIDAD (pop. 9,671)			
Electric Power (kwh) . . .	2,747	3,026	2,737
Deposits ($)—Demand .	15,091	14,699	16,222
(2 of 2 banks)—T&S . .	28,876	28,897	25,238
Constr. ($)—Res.	162	115	83
—Nonres. . . .	0	0	0
WALSENBURG (pop. 3,919)			
Electric Power (kwh) . . .	1,070	1,128	1,065
Deposits ($)—Demand .	5,665	5,712	5,461
(1 of 1 bank)—T&S . . .	12,427	12,462	12,839
Constr. ($)—Res.	40	0	0
—Nonres. . . .	0	54	0
WESTMINSTER (pop. 49,266)			
Electric Power (kwh) . . .	18,748	20,447	20,494
Deposits ($)—Demand .	30,097	31,496	32,511
(2 of 2 banks)—T&S . .	42,457	41,397	36,626
Constr. ($)—Res.	3,485	4,091	3,942
—Nonres. . . .	0	325	46
WHEAT RIDGE (pop. 30,268)			
Electric Power (kwh) . . .	20,667	22,274	21,309
Deposits ($)—Demand .	22,665	23,077	21,486
(2 of 2 banks)—T&S . .	35,167	35,848	30,723
Constr. ($)—Res.	0	343	23
—Nonres. . . .	427	0	298

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Seven banks reporting.
[f] Six banks reporting.

NOTES: Population figures are preliminary 1980 census counts.
T&S—Time and Savings Deposits.
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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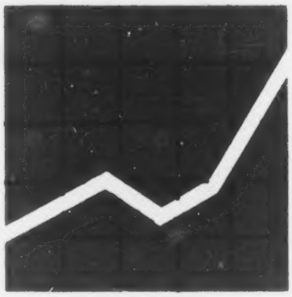

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Personnel Administration in the Western United States

HAROLD C. WHITE AND MICHAEL N. WOLFE

Management by definition includes planning, organizing, staffing, directing, and controlling. Staffing is a complex set of duties that involves the obtaining, retaining, and developing of employees. These functions are typically assigned to the personnel department, which is intended to assist management in fulfilling its responsibilities. This article reports the reactions of various levels of managers and personnel directors as to what they believe the personnel departments in their organizations are doing and what they believe they should be doing.

Appreciation of the importance of personnel administration has been growing, primarily because of inflation, pressures for wage increases and more generous benefits, requirements for skilled employees, continued demands from labor unions, concerns about declining employee loyalty, lowered rates of productivity, increasing foreign competition, and greater awareness of employee needs and motivations. These concerns are compounded by growing government legislation in such important areas as wages, equal employment, health and safety, and working hours. Firms are becoming increasingly aware of the need for people experts.

In one study, over 90% of the responding personnel directors reported greater involvement in organizational decision making as a result of the pressure of social legislation.[1] The same study reported the growing status of personnel directors, with 25% classified as company officers. In another study,[2] its was reported that the size of the average personnel department had increased in two years by 37%, with an average budget increase of over one-third.

In order for the personnel department to make a meaningful contribution, there must be support from executives and appreciation of the value of personnel administration by line managers, as well as a knowledgeable, competent, and committed personnel staff that is alert to the needs of the organization and its members.

THE STUDY

A sample of personnel directors from throughout the United States was selected from the American Society for Personnel Administration membership directory.[3] The personnel respondents were also asked to have their immediate superiors and two line managers in their firms complete a similar questionnaire.

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The data reported here are from the respondents from the 13 Mountain and Pacific states of the western United States. Responses were obtained from 28 executives, 70 line managers, and 63 personnel directors.

Following the method utilized by White and Boynton,[4] 40 personnel administration duties, such as recruiting and wage and salary administration, were covered. For each duty, respondents were asked to indicate which activities were being performed and which they believed should be performed in their firms. Activities have been identified by Beach[5] as follows:

1. *Policy initiation and formulation:* proposal and drafting of new policies or policy revisions to cover recurring problems or to prevent anticipated problems. Ordinarily, these are proposed to the president of the company and it is upon the latter's authority that the policy is actually issued.
2. *Advice:* the counseling and advising of line managers. The personnel staff is expected to be fully familiar with personnel policy, the labor agreement, past practice, and the needs and welfare of both the organization and the employees in order to develop sound solutions.
3. *Service:* those activities of personnel administration performed by the personnel department, such as recruiting, planning of training programs, etc.
4. *Control:* the monitoring of performance of line departments and other staff departments to ensure that they conform to established personnel policy, procedures, and practice.

For any personnel duty, the personnel department may perform one or more of these activities.

Table 1 lists the industries included in the survey. Thirteen of the 17 major industrial classifications are included. Manufacturing is the most frequently represented, with the heaviest concentration in primary metals/metal working/fabricating and electrical/electronics manufacturing. The classification receiving the highest response was finance/insurance.

TABLE 1
RESPONSES BY INDUSTRY

Industry	Percent of Firms
Agriculture, Forestry, Fishing	1.6%
Food Processing	6.2
Textile/Apparel Manufacturing	3.2
Rubber/Plastics Manufacturing	4.8
Primary Metals/Metal Working/Fabricating	12.7
Machinery, Manufacturing	4.8
Electrical/Electronics Manufacturing	12.7
Transportation Manufacturing	1.6
Transportation/Communication	1.6
Wholesale	4.8
Retail	3.2
Finance/Insurance	15.9
Service	9.5
Other	17.5
Total	100.1%

Table 2 indicates the sizes of the firms by employment. The largest concentration is the 500- to 999-employee category, with approximately 70% of the firms having less than 1,000 employees. Less than 2% of the firms employ 10,000 or more persons.

Harold C. White is a professor of management and Michael N. Wolfe is an assistant professor of management at the College of Business Administration, Arizona State University, Tempe.

TABLE 2
RESPONSES BY EMPLOYMENT SIZE

Employment Size of Firm	Percent of Firms
Less than 250 employees	17.5%
250-499 employees	22.2
500-999 employees	30.2
1,000-2,499 employees	19.0
2,500-9,999 employees	9.5
10,000 or more employees	1.6
Total	100.0%

Table 3 represents the amount of labor union organization in the sample firms. Over 60% of the firms have none of their employees organized, while nearly 16% of the firms have 60% or more employees organized.

TABLE 3
RESPONSES BY LEVEL OF UNION ORGANIZATION

Percent of Employees Organized by Labor Unions	Percent of Firms
0%	61.9%
1-19%	9.5
20-39%	4.8
40-59%	7.9
60-79%	4.8
80% or more	11.1
Total	100.0%

THE ROLE OF PERSONNEL ADMINISTRATION

The results of the study are shown in part in Table 4. The numbers are the percentage responses of the respondent groups indicating their desired involvement of the personnel department in activities (policy, advice, service, and control) for each of the 40 duties. The respondent groups were the executives (E) to whom the personnel director reports, line managers (M) whose units are served by the personnel department, and personnel directors (P) themselves. The column "none" shows responses of those indicating the belief that the personnel department should not be involved with the function in any way. The column for "rank" indicates the relative weighting of importance given each duty by the three groups. The personnel duties are listed in the table in the order of the personnel directors' preferences.

At the bottom of the table are the averages of the activities for the 40 duties. Among the executives, a greater percentage indicated the desire for the personnel department to be most involved with the service activity, 56%; followed by advice, 52%; and then policy, 39%. The line managers gave the strongest support to advice, 50%; followed closely by service, 49%; and for policy, 39%. Personnel directors gave the strongest overall support of the three groups of respondents for each activity: policy, 64%; service, 61%; and advice, 54%. Least support was given for control: executives, 35%; managers, 32%; and personnel directors, 52%.

TABLE 4

DESIRED DUTIES AND ACTIVITIES OF THE PERSONNEL ADMINISTRATION DEPARTMENT

	Activities																	
	Policy			Advice			Service			Control			None			Rank		
Duties	E	M	P	E	M	P	E	M	P	E	M	P	E	M	P	E	M	P
Affirmative Action/EEO	79	54	89	64	47	70	71	63	79	71	50	83	0	3	0	1	3	1
Wage/Salary Administration	57	53	84	68	61	59	71	96	87	50	46	71	4	4	2	4	1	2
Orientation	50	41	73	54	41	63	93	70	83	32	46	67	0	4	0	12	7	3
Training/Development	43	39	78	71	66	71	75	44	76	50	33	65	0	14	2	5	23	3
Discipline	57	51	83	86	80	92	36	30	46	36	21	63	4	7	0	13	16	5
Discharges	46	49	84	82	79	89	39	30	46	36	23	63	4	9	0	16	21	6
Job Analysis/Job Description	46	46	75	86	66	68	64	46	68	39	33	70	0	4	0	7	11	7
Employment Selection	50	30	75	79	80	81	61	34	57	43	29	67	0	4	0	8	22	8
Human Resources Planning	57	51	81	86	73	70	50	41	62	46	29	63	7	4	2	10	9	9
Performance Appraisals	68	51	84	86	77	87	39	27	35	64	43	70	0	7	2	2	8	9
Recruiting	46	42	81	61	50	40	93	76	92	46	34	59	0	1	0	3	5	11
Job Counseling	43	34	67	64	59	71	89	60	83	36	27	49	0	7	2	10	20	12
Incentive/Merit Programs	43	51	81	57	56	62	46	49	62	32	36	65	14	11	3	27	15	13
Transfers	46	46	76	71	77	81	32	29	52	32	29	59	7	7	2	25	18	14
Promotions	46	41	75	68	81	86	29	21	44	29	26	59	11	9	2	29	26	15
Pay Structure Design	50	51	81	61	61	38	79	60	79	43	46	63	0	4	3	8	2	16
Vacations/Leaves	64	54	80	57	67	68	50	40	51	43	29	54	7	6	2	14	13	17
Insurance Benefits	46	46	73	57	34	37	86	76	83	54	36	59	4	6	3	5	11	18
Personal Counseling	39	37	60	50	59	63	71	67	84	39	29	44	7	4	3	18	10	19
Grievances	54	50	71	68	66	71	57	50	57	36	36	59	11	6	10	15	6	19
Education Tuition	43	44	78	36	40	41	68	56	71	46	34	60	7	11	3	21	24	21
Layoffs	32	44	73	43	63	70	25	36	54	25	20	52	36	14	5	33	30	22
Wage Survey	29	36	67	36	31	29	93	80	90	36	40	59	0	3	2	17	13	23
Retirement	39	60	73	57	54	41	64	60	71	39	36	54	14	4	6	22	4	24
Selection Testing	43	31	61	39	50	41	71	61	70	39	40	56	4	7	11	19	16	25
Safety/OSHA	46	34	57	57	43	60	57	44	57	39	34	54	11	19	11	19	32	25
Labor Market Survey	25	32	60	25	27	24	93	80	87	25	39	49	4	4	5	27	18	27
Morale/Opinion Survey	32	34	62	32	30	27	64	63	79	36	43	52	14	11	6	30	27	28
Personnel Research	50	34	57	32	24	22	75	66	87	39	36	52	14	6	6	23	28	29
Job Design	29	34	57	79	73	79	46	20	40	32	23	40	4	11	5	23	31	30
Employee Newsletter	25	20	48	25	29	41	64	57	53	21	24	43	21	14	11	31	34	31
Recreational/Social	39	29	43	50	49	54	61	50	46	32	29	35	11	21	17	26	32	32
Suggestion System	36	39	54	36	39	34	39	56	48	18	31	41	32	14	21	32	29	33
Community Service	25	29	44	32	29	38	39	53	46	7	71	30	25	20	25	36	25	34
Tickets: Athletic/Social Events	7	23	32	29	24	33	43	44	57	7	20	29	39	33	27	37	38	35
Collective Bargaining Negotiation	29	29	44	36	27	35	46	37	43	21	27	27	43	29	35	33	37	36
In-House Medical Service	21	27	33	25	17	22	46	44	30	36	33	27	43	29	46	35	36	37
Food Service	14	16	27	11	13	29	18	27	25	14	13	25	61	53	49	39	39	38
Public Relations	11	30	29	14	30	27	18	43	25	4	17	21	57	26	49	40	35	39
Building/Grounds Security	21	14	29	25	21	29	18	19	22	11	17	24	61	57	52	38	40	40
Average Responses	39	39	64	52	50	54	56	49	61	35	32	52	14	13	11			

Executives (E): N = 28
Managers (M): N = 70
Personnel Directors (P): N = 63

Comparisons are useful between this regional survey and the national survey from which these data are drawn.[6] Executives responding to this regional survey tended to be similar in their support of personnel administration practices compared to executives from the national survey for the activities of advice, service, and control. However, they were less supportive of personnel department contributions to policy. Managers responding to the regional survey tended to be approximately equal in their support for advice and control compared to managers nationally, but somewhat less supportive for policy and service. The personnel directors in the regional study were more desirous of personnel department involvement in the various activities, especially in policy and control. On the average, 14% of the executives, 13% of the managers, and 11% of the personnel directors did not want any involvement by the personnel department in the personnel duties. These figures are nearly identical to the national survey for the managers and personnel directors, but indicate the executives in the regional survey desire that the personnel department be somewhat more limited than is desired by executives in the national survey.

For 11 of the 40 duties, at least 50% of the executives indicated a desire for the personnel department to be involved in policy making; affirmative action/EEO and performance appraisals were agreed to by at least two-thirds of the executives. At least 50% of the line managers agreed to 10 duties; none of the duties were agreed to by as many as two-thirds of the managers. Fifty percent of the personnel directors agreed to 31 duties, and at least two-thirds agreed to 23 of those duties.

For advice, 50% or more of the executives agreed to personnel administration involvement in 24 duties and two-thirds agreed to 12 duties: wage/salary administration, training/development, discipline, discharges, job analysis/job description, employment selection, human resources planning, performance appraisals, transfers, promotions, grievances, and job design. Fifty percent or more of the line managers identified 21 duties, while two-thirds or more identified 9 duties: discipline, discharges, employment selection, human resources planning, performance appraisals, transfers, promotions, vacations/leaves, and job design. Half of the personnel directors identified 21 duties; two-thirds identified 15.

For service, half or more of the executives identified 24 duties and two-thirds identified 14: affirmative action/EEO, wage/salary administration, orientation, training/development, recruiting, job counseling, pay structure design, insurance benefits, personal counseling, education tuition, wage survey, selection testing, labor market survey, and personnel research. Fifty percent or more of the managers identified 20 duties; two-thirds identified 7 duties: wage/salary administration, orientation, recruiting, insurance benefits, personal counseling, wage survey, and labor market survey. Fifty percent of the personnel directors selected 27 duties and two-thirds selected 17.

For control, the least desired of the activities overall, 50% or more of the executives selected five duties; affirmative action/EEO was the one duty selected by as many as two-thirds of the executives. Affirmative action/EEO was also the only duty identified by at least 50% of the managers. Again, in sharp contrast, half or more of the personnel directors identified 26 duties; at least two-thirds selected 6 duties.

PRIORITIES

There were some agreements and some disagreements among the respondents as to the priorities that should be given by the personnel department. Of the ten duties which the personnel directors considered to be most important, seven were also selected by the executives and five by the line managers. Four duties were agreed to by all three groups as being among the top ten in importance: affirmative action/EEO, wage/salary administration, human resources planning, and performance appraisals.

At the opposite extreme the three groups of respondents agreed on seven of the ten duties as being of least importance for involvement by the personnel department: employee newsletter, tickets for athletic/social events, collective bargaining negotiation, inhouse medical service, food service, public relations, and buildings/grounds security. Possible explanations can be given for these low evaluations. Some of these duties, such as public relations, are not typically identified as truly personnel administration. Collective bargaining would apply only to firms with labor union membership among their employees. Some duties, such as providing tickets to athletic and social events, may be viewed as being of little importance. Many respondents apparently agree with one author who has placed cafeteria service, security guards, and recreation councils in the same category as receptionists and typing pools. These are found in some personnel departments, especially in smaller organizations, in what has been called an illogical connection.[7]

Overall, it can be stated that the three groups of respondents are in only limited agreement on the most important of personnel administration duties; greater agreement is noted concerning the less important duties. There are some rather marked differences in evaluations among the groups, however. Executives give less relative importance than the other two groups to incentive/merit programs; the managers give less relative importance than the other two groups to training/development and employment selection; while both the executives and managers give less relative importance than do the personnel directors to discipline, discharges, promotions, and layoffs. Executives give more importance than the other two groups to insurance benefits, while the managers give more importance to pay structure design, grievances, and retirement.

COMPARISON WITH CURRENT PRACTICE

From data obtained from the survey, but not presented here, each of the three groups of respondents report that they would prefer to have the personnel department more involved in the activities relative to the various personnel administration duties than they perceived currently exists. Executives especially desire increased involvement in service by personnel departments and personnel directors desire more involvement in policy. The executives, on average, indicate the personnel department is generally at the appropriate level in personnel counseling, layoffs, grievances, and public relations. Managers perceive the level is approximately adequate for employment selection and food service; personnel directors also believe the level of involvement by the personnel department is adequate for employment selection, but, on average, indicate need for less involvement in safety/OSHA. For all other duties, the three groups of respondents are consistent in their desire to have the personnel department more involved than currently.

Executives especially indicate a desire for increased personnel involvement in human resources planning, selection testing, pay structure design, incentive/merit programs, job counseling, suggestion system, grievances, and morale/opinion surveys. The managers indicate the desire for increases in personnel department involvement in job design, job analysis/job description, employee newsletter, incentive/merit programs, recreation/social, personal counseling, suggestion system, morale/opinion surveys, personnel research, community service, and public relations. The personnel directors are most interested in increasing their involvement in human resources planning, job design, orientation, training/development, employee newsletter, collective bargaining, pay structure design, tickets for athletic/social events, personal counseling, suggestion system, layoffs, retirement, morale/opinion surveys, and personnel research.

CONCLUSION

It appears that all three groups are placing most emphasis on the personnel director as a professional. The personnel directors themselves appear to be interested in increasing their involvement as both professionals and housekeepers.

Compared with the national survey, the executives are less supportive of personnel administration involvement in policy in their organizations. Managers are equally or less supportive than are the managers nationally for involvement of personnel departments in policy and service. This lack of support by both executives and managers indicates a resistance to accepting personnel directors as part of the management team and as a true professional group. The personnel directors in the western region are much more desirous of being involved in the personnel administration activities than is desired of them by management. They are also much more desirous of being involved in the personnel administration activities than are personnel administration directors on average nationally.

Executives, managers, and personnel directors can differentiate very clearly among the various duties and activities of personnel administration. It is not realistic to lump all personnel duties together and conclude that management wants or does not want personnel department involvement. Each duty requires separate consideration. Neither is it appropriate to state that management wants or does not want the personnel department to perform a given duty, but rather, it is necessary to identify the kinds of activities—policy, advice, service, and/or control—wanted for each duty.

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The Hyphenated American

JULIAN M. KIEN

Much has been written during the past 20 years about the increasing participation in the American work force and in society by those many minorities who have contributed so much to the fabric of our society. I call them the "Hyphenated Americans." The Black-American, the Spanish-American, Polish-American, etc., have all contributed to the makeup of our nation and helped provide the foundation on which our economic, social, and spiritual well-being was built. In fact, without the hyphen, there is no American character.

Looking at the work force for the next 10 years, this hyphenated American phenomenon may very well be put to a fundamental test, as we see that by the year 2000 the demographics of our country will most assuredly provide for a limited source of supply to our labor force.

We know that in 1970 the median age of the work force was just under 28. Within three years, the median will be age 30, and by the year 2000, it will be age 35. Such a change reflects dramatic shifts in the patterns of consumption, income, and ultimately, the general attitudes toward work. Again—based on the certainty of demographics—the years 1985-2000 will see dramatic increases in the age group 45-64, and dramatic reductions in the age group 14-44, the essential building block of the work force proper. Leaving aside for the moment the implications of what this aging work force might mean in terms of its demands for services and economic support programs, it imposes further upon our capacity to expand the economic pie in this nation, where productivity has already become a national embarrassment.

First of all, as the typical blue collar worker, the traditional strength of industrial unionism, tends to disappear, the younger, better-educated worker who should be rushing in to replace him will just not be there in the numbers we have traditionally known. Further, this better-educated and more demanding young worker will have an entirely different attitude toward unions. Organized labor represents approximately 20% of the work force, but has been in a modest rate of decline over the past 20 years. As such, the opportunities for membership growth for organized labor groups will then be most attractive for the generally under-represented and more timid segment of our society. This will quite naturally include the new wave of immigrants, particularly the illegal aliens that we have already seen beginning to crest over our borders.

In 1970, 200,000 illegal aliens were deported by the federal government. By 1977 this number had climbed to 950,000, and the trend is continuing its upward spiral. It is also significant to note that these are illegal aliens that have been caught and deported. Informed observers estimate that this represents only 10% of the undocumented aliens who are in this country. Obviously, the need for workers at the lower end of our economic ladder continues in agriculture and service occupations. As a result, in many border areas the alien immigration is supported by local businesses that tend to look the other way in light of their limited labor supply and the economic need for performing the unappetizing and less financially rewarding functions that are to be found at the bottom of the economic ladder. Thus, the new waves of hyphenated Americans must be viewed as the latest generation of Americans who will use the hyphen as the first rung on this ladder upward for themselves and their children.

Julian M. Kien is President of Kien/Jacobs & Associates, Inc., a New York City-based management resource company, engaged in executive recruitment and human resource planning and program consulting.

There is a need to focus on the problem, not only in terms of the opportunity for needed participation in the labor force, but also because many members of our society are open to intimidation and extortion because of their illegal status. They also fail to participate fully in our society, both as taxpayers and users of our social services.

For example, a 1980 *New York Times* report pointed out that for more than a year an employee of New York City studiously recorded the daily levels of water consumption in a low-income Manhattan housing project. He found that over four times as much water flowed through this low-income project as was to be found in middle-income developments of the same population.

The explanation was that low income projects often have two or three families living in a single apartment—families consisting of illegal immigrants.

Further, the statistics for visitors from Barbados pointed out that almost 8% of that entire island's population visited New York in the last six years—*visitors who often never returned to their native land.*

While some of these illegal aliens receive vital social services, they do go uncounted when state and federal funds are allocated to the city to support the programs that the city is using. While humanitarian concerns require that these illegals receive appropriate services, the impact of these new, unrecorded citizens is enormously costly.

We live in a world where many of the 4.2 billion people, if they were given passage and opportunity, would certainly move—and probably to the United States. It is also a world where Third World countries hunger for Western-level living standards, while these same countries find it difficult to maintain their standards for their own populations.

The "Boat People" represent the latest wave of these hyphenated Americans in 1979. The South China Sea was afloat with this tragic human cargo with no legitimate port of destination, causing President Carter to extend the hand of American humanity to these landless people.

We are also aware of the drama of May when over 100,000 Cubans fled from Castroland to join a burgeoning Cuban community in the United States. Immigration to the United States, as reported by the U.S. Immigration and Naturalization Service for 1977, showed Cuba providing 66,000 new immigrants; Mexico, 45,000; the Philippines, 35,000; Korea, 30,000; and the West Indies, 27,000.

The economic and demographic realities of the late 20th century are likely to dictate new Western policies toward the refugee and immigrant dilemma. We will, in our own self-interest, have to realize that the chronic political disturbances in places like Southeast Asia, Haiti, Cuba, and South America are very much our problem, too, unless we are willing to rim Florida and Texas with our version of the Berlin Wall.

The problem that must be dealt with is the indecisive position taken by Washington in the face of wave upon wave of immigrants, legal and illegal.

Three years ago President Carter proposed regularizing the illegal's status after seven years—yet nothing has happened.

Congress created a Select Commission on Immigration and Refugee Policy in 1978, which is scheduled to *report next year.*

The administration's 1981 budget for the already overburdened Immigration and Naturalization Service was almost 5% lower than the inadequate 1980 budget leaving the service with 350 officers to guard the 2,000-mile Mexican border on any one shift.

Certainly, the need to review and establish a national policy for this next generation of hyphenated Americans should be high on the list of national priorities for the new administration. With the report of the Select Commission on Immigration and Refugee Policy, there is the opportunity to review the historic evolution of our immigration policy and its relevance to our foreign and domestic needs for the next two decades. The need to provide the society with its necessary first-rung labor supply should be viewed as an essential element in the self-interest of this country as it pertains to refugee and alien policy. The need to absorb such immigrants, legal or otherwise, should not be dealt with as a burden for urban centers such as New York, or the border areas that feel the direct impact of the wave itself, such as Florida or Southern California. The challenge, therefore, is to provide a total and cohesive policy that balances the traditional humanitarian principles of this country on the scales of economic reality. Not only are we the last refuge of the homeless and the oppressed, but we are also a country which has provided an opportunity for the better life. If, as we expect, the available work force, and a worn-down work ethic, result in a shortage of entry ladder jobs, this latest stock being introduced to the melting pot will probably produce the same benefits to our society that we saw in the European immigration of a hundred years ago.

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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	November 1980	October 1980	November 1979	Percent Change November 1980 from October 1980	Percent Change November 1980 from November 1979
Total Civilian Labor Force (by place of residence)[a]	1,460.6	1,473.7	1,434.1	– 0.9	1.9
Unemployment	54.9	53.8	43.1	2.0	27.4
Unemployment Rate (percent)	3.8	3.6	3.0	—	—
Employment	1,405.7	1,419.9	1,391.0	– 1.0	1.1
Nonagricultural Wage and Salary	1,264.6	1,263.3	1,250.3	0.1	1.1
Agricultural	31.9	45.7	32.3	–30.2	– 1.2
Self-employed, unpaid family, and domestics	109.2	110.9	108.4	– 1.5	0.7
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,263.7	1,262.7	1,247.8	0.1	1.3
Mining	33.7	33.6	31.5	0.3	7.0
Metallic Minerals	10.8	10.8	10.5	0.0	2.9
Bituminous Coal, Lignite, and Nonmetallic	5.9	5.9	5.8	0.0	1.7
Oil and Gas Extraction	16.9	16.8	15.1	0.6	11.9
Contract Construction	79.8	81.4	86.4	– 2.0	– 7.6
Manufacturing	184.2	185.3	183.6	– 0.6	0.3
Lumber, Wood Products, and Furniture	8.1	8.1	8.1	0.0	0.0
Stone, Clay, Glass, and Concrete Products	11.9	11.8	11.6	0.9	2.6
Primary and Fabricated Metals	19.4	19.3	20.4	0.5	– 4.9
Machinery, Except Electrical	27.7	28.1	26.7	– 1.4	3.8
Electric and Electronic Equipment	15.5	15.5	15.3	0.0	1.3
Transportation Equipment	13.1	12.9	11.5	1.6	13.9
Other Durable Goods	23.5	23.6	24.3	– 0.4	– 3.3
Food and Kindred Products	25.4	26.5	25.3	– 4.2	0.4
Textiles and Apparel	3.6	3.5	3.9	2.9	– 7.7
Paper and Allied Products	1.9	1.9	2.1	0.0	– 9.5
Printing and Publishing	16.3	16.1	16.0	1.2	1.9
Chemicals and Allied Products	6.7	6.7	6.3	0.0	6.4
Other Nondurable Goods	11.1	11.3	12.1	– 1.8	– 8.3
Finance, Insurance, and Real Estate	77.9	77.9	76.5	0.0	1.8
Banking	19.7	19.6	19.1	0.5	3.1
Credit Agencies Other than Banks	12.4	12.3	12.0	0.8	3.3
Insurance Carriers, Agents, and Brokers	20.3	20.3	19.7	0.0	3.1
Real Estate and Combination Offices	21.2	21.3	21.8	– 0.5	– 2.8
Other Finance, Insurance, and Real Estate	4.3	4.3	3.9	0.0	10.3
Transportation and Public Utilities	77.0	77.2	78.2	– 0.3	– 1.5
Railroad Transportation	7.6	7.5	7.5	1.3	1.3
Trucking and Warehousing	16.0	15.8	17.4	1.3	– 8.0
Air Transportation	13.0	13.0	12.8	0.0	1.6
Other Transportation	6.2	6.2	5.7	0.0	8.8
Communications, Electric, Gas, and Sanitary Services	34.3	34.7	34.7	– 1.2	– 1.2
Trade	309.3	306.1	304.8	1.1	1.5
Wholesale Trade	74.7	74.6	73.9	0.1	1.1
Retail Trade	234.6	231.5	230.9	1.3	1.6
Services	254.5	254.3	245.0	0.1	3.9
Lodging and Combination Lodging/Eating Places	21.8	21.9	21.0	– 0.5	3.8
Personal Services	13.1	13.2	12.6	– 0.8	4.0
Business Services	47.9	48.8	47.6	– 1.8	0.6
Auto and Miscellaneous Repair Services	14.6	14.6	14.1	0.0	3.6
Amusements and Recreation	15.1	14.0	12.5	7.9	20.8
Health Services	64.9	64.8	62.5	0.2	3.8
Educational Services	9.6	9.5	9.4	1.1	2.1
Membership Organizations	20.8	20.8	21.0	0.0	– 1.0
Other Services	46.7	46.7	44.2	0.0	5.7
Government	247.2	246.9	241.9	0.1	2.2
Federal	52.3	52.3	51.2	0.0	2.2
State	61.0	60.7	60.4	0.5	1.0
Local	133.9	133.8	130.2	0.1	2.8

	November 1980	October 1980	November 1979	Percent Change November 1980 from October 1980	Percent Change November 1980 from November 1979
Average Weekly Hours					
Construction	36.6	37.1	37.6	− 1.3	− 2.7
Manufacturing	39.3	39.1	39.5	0.5	− 0.5
Nondurable Goods	38.4	38.6	38.4	− 0.5	0.0
Durable Goods	39.8	39.4	40.1	1.0	− 0.7
Average Weekly Earnings ($)					
Construction	395.28	396.60	378.26	− 0.3	4.5
Manufacturing	295.93	291.29	273.73	1.6	8.1
Nondurable Goods	283.78	282.55	265.34	0.4	7.0
Durable Goods	303.28	296.68	278.29	2.2	9.0
Initial Unemployment Claims (000)	14.5	15.1	14.0	− 4.0	3.6
Bankruptcies, All Types (number)	489	638	314	−23.4	55.7
Total State Revenue ($000)	97,074	288,121	285,195	−66.3	−66.0
Total State Expenditures ($000)	292,495	288,730	253,054	1.3	15.6
Crude Oil Production (thous. bbls.)	2,474	2,502	2,608	−11.9	− 5.1
Dry Gas Production (mil. cu. ft.)	12,339	14,479	12,491	−14.8	− 1.2
Coal Production (thous. tons)	1,396.6	1,446.7	1,457.0r	− 3.5	− 4.1
New Oil and Gas Wells (number)	183	213	122	−14.1	50.0
Natural Gas Used (bil. cu. ft.)	22.2	17.2	28.0	29.1	−20.7
Electrical Power Sales (mil. kwh)					
Residential	464.9*	410.6*	455.0	13.2	2.2
Nonresidential	942.7*	997.8*	944.7	− 5.5	− 0.2
New Construction, 52 cities					
Residential Permits, 52 cities	783*	1,179	828r	−33.6	− 5.4
Residential Value ($000)	43,100*	69,372	41,415r	−37.9	4.1
Nonresidential Permits (number)	101*	168	155	−39.9	−34.8
Nonresidential Value ($000)	22,388*	88,740	27,422	−74.8	−18.4
Highway Contractor Payments ($000)	9,253	18,192	14,298	−49.1	−35.3
Ordinary Life Insurance Sales ($000)	539,408	623,126	465,850r	−13.4	15.8
Bank Deposits, 119 Cities, 239 of 299 Banks					
Demand ($000,000)	5,002	4,927r	4,662	1.5	7.3
Time and Savings ($000,000)	6,840	6,729r	6,330	1.7	8.1
Savings and Loan Net New Savings ($000)	35,000	84,100	40,897	−58.4	−14.4
National Park Visits—9 areas (000)[b]	191.3	419.0*	143.1	−54.3	33.7
Motor Vehicle Title Applications (000)	68.4	100.7	91.6	−32.1	−25.3
Highway Vehicle Traffic Counts at Border Stations (daily average)	31,865	36,832	27,372	−13.5	16.4
Air Passengers, Stapleton (000)[c]	1,523	1,692	1,521	−10.0	0.1
Air Freight and Air Express, Stapleton (thous. lbs.)	22,228	26,694	21,963	−16.7	1.2
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	63.50	66.10	66.30	− 3.9	− 4.2
Lambs (per cwt)	61.90	67.30	62.30	− 8.0	− 0.6
Wheat (per bu.)	3.86	3.90	3.69	− 1.0	4.6
Corn (per bu.)	3.00	2.90	2.48	3.5	21.0
Potatoes (per cwt)	4.80	4.40	3.20	9.1	50.0
Wool (per lb.)	.92	.91	.86	1.1	7.0

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1979 benchmark and are arranged by 1972 Standard Industrial Classifications (SICs). Previously reported data were on a March 1978 benchmark. Thus, these data are not comparable to those published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	November 1980	October 1980	November 1979
ALAMOSA (pop. 6,841)			
Electric Power (kwh)	3,071	3,062	2,977
Deposits ($)—Demand	22,873	23,760	21,375
(2 of 2 banks)—T&S	22,401	23,275	18,212
Constr. ($)—Res.	184	60	0
—Nonres.	0	0	0
ARVADA (pop. 77,749)			
Electric Power (kwh)	25,492	25,122	25,701
Deposits ($)—Demand	36,506	37,074	40,535
(3 of 4 banks)—T&S	36,455	35,748	34,998
Constr. ($)—Res.	1,634	1,495	636
—Nonres.	105	461	371
ASPEN (pop. 3,614)			
Electric Power (kwh)	4,423	3,691	4,431
Deposits ($)—Demand	15,767	15,780	14,106
(1 of 2 banks)—T&S	23,124	24,458	22,911
Constr. ($)—Res.	100	725	0
—Nonres.	21	140	0
AURORA (pop. 158,143)			
Electric Power (kwh)	70,259	69,759	64,988
Deposits ($)—Demand	46,564	44,925	41,268
(4 of 9 banks)—T&S	67,685	68,025	56,820
Constr. ($)—Res.	15,315	15,007	5,382
—Nonres.	3,930	3,878	940
BOULDER (pop. 76,228)			
Electric Power (kwh)	42,907	46,330	50,447
Deposits ($)—Demand	152,543	159,238	144,586
(7 of 8 banks)—T&S	236,582	239,023	228,748
Constr. ($)—Res.	n.a.	1,377	263
—Nonres.	n.a.	1,305	900
BRIGHTON (pop. 12,870)			
Electric Power (kwh)	4,123	4,387	3,859
Deposits ($)—Demand	21,147	19,972	19,629
(2 of 2 banks)—T&S	28,350	25,778	28,532
Constr. ($)—Res.	814	1,173	1,904
—Nonres.	134	0	181
BROOMFIELD (pop. 20,633)			
Electric Power (kwh)	9,381	8,792	7,926
Deposits ($)—Demand	16,862	15,635	15,182
(2 of 2 banks)—T&S	25,979	25,822	23,118
Constr. ($)—Res.	335	463	540
—Nonres.	230	1,589	0
BRUSH (pop. 3,741)[a]			
Electric Power (kwh)	1,935	1,902	1,939
Deposits ($)—Demand	12,014	11,940	12,348
(2 of 2 banks)—T&S	39,748	39,703	33,225
CANON CITY (pop. 12,926)			
Electric Power (kwh)	23,747	22,346	24,013
Deposits ($)—Demand	22,951	23,612	20,998
(3 of 3 banks)—T&S	60,908	58,868	52,028
Constr. ($)—Res.	70	86	103
—Nonres.	15	25	20
COLORADO SPRINGS (pop. 206,939)			
Electric Power (kwh)	152,509	151,254	148,947
Deposits ($)—Demand	304,432	296,255	299,909
(15 of 17 banks)—T&S	491,289	485,401	455,950
Constr. ($)—Res.[b]	7,998	13,939	4,975
—Nonres.	4,737	8,335	3,250
COMMERCE CITY (pop. 16,220)			
Electric Power (kwh)	19,996	20,948	24,734
Deposits ($)—Demand	10,023	9,983	9,089
(1 of 1 bank)—T&S	14,799	15,722	14,088
Constr. ($)—Res.	0	111	264
—Nonres.	0	545	197
CORTEZ (pop. 7,004)			
Electric Power (kwh)	3,527	3,043	3,400
Deposits ($)—Demand	15,497	16,214	15,541
(2 of 2 banks)—T&S	34,300	33,449	31,489
Constr. ($)—Res.	364	391	142
—Nonres.	38	0	40
CRAIG (pop. 8,134)			
Electric Power (kwh)	4,463	4,414	4,635
Deposits ($)—Demand	22,478	22,666	22,504
(2 of 2 banks)—T&S	34,662	35,797	33,583
Constr. ($)—Res.	208	1,624	309
—Nonres.	35	49	17
DENVER (pop. 488,765)			
Electric Power (kwh)	307,588	322,568	299,560
Deposits ($)—Demand	2,573,254	2,551,650	2,325,730
(31 of 34 banks)—T&S	2,684,344	2,627,971	2,561,404
Constr. ($)—Res.	4,334	13,018	5,005
—Nonres.	8,063	50,994	6,264
DURANGO (pop. 10,450)			
Electric Power (kwh)	6,006	6,270	6,370
Deposits ($)—Demand	36,301	37,047	36,683
(3 of 3 banks)—T&S	60,594	59,388	53,593
Constr. ($)—Res.	83	170	134
—Nonres.	0	0	199
ENGLEWOOD (pop. 29,851)			
Electric Power (kwh)	17,840	19,004	18,408
Deposits ($)—Demand	122,041	124,117	117,358
(5 of 5 banks)—T&S	172,202	168,411	151,557
Constr. ($)—Res.	120	77	52
—Nonres.	132	417	82
ESTES PARK (pop. 2,718)			
Electric Power (kwh)	4,461	3,647	4,176
Deposits ($)—Demand	8,950	8,872	8,722
(2 of 2 banks)—T&S	21,991	22,599	19,183
Constr. ($)—Res.	141	273	1,249
—Nonres.	0	0	0
FORT COLLINS (pop. 66,235)			
Electric Power (kwh)	35,129	37,811	28,333
Deposits ($)—Demand	121,453	117,828	114,981[f]
(8 of 8 banks)—T&S	223,371	221,181	196,781[f]
Constr. ($)—Res.	1,499	3,219	5,748
—Nonres.	989	1,899	2,450
FORT MORGAN (pop. 8,758)			
Electric Power (kwh)	6,950	6,635	6,698
Deposits ($)—Demand	24,049	22,726	21,929
(2 of 2 banks)—T&S	55,774	55,341	50,122
Constr. ($)—Res.	265	89	30
—Nonres.	48	625	0
GLENWOOD SPRINGS (pop. 4,573)			
Electric Power (kwh)	4,499	4,058	4,605
Deposits ($)—Demand	28,824	29,408	29,143
(2 of 2 banks)—T&S	60,104	60,842	54,971
Constr. ($)—Res.	230	118	148
—Nonres.	198	170	0
GOLDEN (pop. 12,238)			
Electric Power (kwh)	5,801	5,420	5,647
Deposits ($)—Demand	38,903	38,141	35,642
(2 of 2 banks)—T&S	67,666	68,010	62,381
Constr. ($)—Res.	247	56	195
—Nonres.	0	0	0
GRAND JUNCTION (pop. 28,135)			
Electric Power (kwh)	21,508	16,586	15,916
Deposits ($)—Demand	125,589	121,957	108,289
(5 of 5 banks)—T&S	177,464	174,768	154,747
Constr. ($)—Res.	868	2,108	1,703
—Nonres.	203	4,137	313
GREELEY (pop. 52,480)			
Electric Power (kwh)	20,523	21,079	22,724
Deposits ($)—Demand	96,173	91,298	98,523
(7 of 7 banks)—T&S	267,264	265,894	253,203
Constr. ($)—Res.	1,140	1,344	551
—Nonres.	868	47	567
GUNNISON (pop. 5,780)			
Electric Power (kwh)	3,879	3,586	1,552
Deposits ($)—Demand	16,953	17,733	14,168
(2 of 2 banks)—T&S	24,894	24,625	22,163
Constr. ($)—Res.	0	334	22
—Nonres.	0	0	0
LA JUNTA (pop. 8,297)			
Electric Power (kwh)	4,454	4,645	4,555
Deposits ($)—Demand	18,566	19,224	18,539
(1 of 2 banks)—T&S	23,560	22,412	18,323
Constr. ($)—Res.	0	89	0
—Nonres.	0	0	2,761

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LOCAL BUSINESS CONDITIONS—Continued

	November 1980	October 1980	November 1979
LAKEWOOD (pop. 113,787)			
Electric Power (kwh) . . .	46,607	52,972	47,916
Deposits ($)—Demand .	135,352	140,191	140,873[e]
(6 of 8 banks)—T&S . .	233,019	231,251	214,164[e]
Constr. ($)—Res.	2,344	1,734	3,319
—Nonres. . . .	293	2,834	837
LAMAR (pop. 7,699)			
Electric Power (kwh) . . .	8,110	5,770	4,950
Deposits ($)—Demand .	17,983	18,535	17,611
(2 of 2 banks)—T&S . .	35,631	35,107	27,325
Constr. ($)—Res.	30	73	35
—Nonres. . . .	115	50	0
LITTLETON (pop. 28,600)			
Electric Power (kwh) . . .	15,208	14,832	16,420
Deposits ($)—Demand .	64,270	38,941*	53,003
(3 of 3 banks)—T&S . .	89,323	55,900*	88,454
Constr. ($)—Res.	152	1,614	1,044
—Nonres. . . .	171	131	753
LONGMONT (pop. 42,902)			
Electric Power (kwh) . . .	20,991	20,174	23,149
Deposits ($)—Demand .	55,239	51,588	56,425
(5 of 5 banks)—T&S . .	103,082	103,058	90,706
Constr. ($)—Res.	1,021	1,090	1,534
—Nonres. . . .	277	1,260	40
LOVELAND (pop. 30,231)			
Electric Power (kwh) . . .	16,170	17,017	17,680
Deposits ($)—Demand .	42,188	41,380	43,363
(4 of 4 banks)—T&S . .	76,049	76,635	73,797
Constr. ($)—Res.	330	421	1,016
—Nonres. . . .	33	714	156
MANITOU SPRINGS (pop. 4,411)[c]			
Electric Power (kwh) . . .	1,324	1,175	1,327
Deposits ($)—Demand .	4,084	3,855	3,594
(1 of 1 bank)—T&S . . .	7,360	7,184	6,459
MONTROSE (pop. 8,668)[d]			
Deposits ($)—Demand .	33,009	23,381	28,335
(2 of 3 banks)—T&S . .	53,305	53,543	42,602
Constr. ($)—Res.	268	425	267
—Nonres. . . .	0	0	153
NORTHGLENN (pop. 29,748)			
Electric Power (kwh) . . .	9,932	10,112	9,992
Deposits ($)—Demand .	24,582	21,059	23,226
(2 of 2 banks)—T&S . .	28,863	28,863	29,746
Constr. ($)—Res.	828	616	89
—Nonres. . . .	38	2,365	4,700
PUEBLO (pop. 101,504)			
Electric Power (kwh) . . .	76,508	58,579	48,058
Deposits ($)—Demand .	118,352	125,298	116,958
(8 of 8 banks)—T&S . .	201,267	202,390	184,763
Constr. ($)—Res.	362	312	833
—Nonres. . . .	1,008	496	259
ROCKY FORD (pop. 4,717)			
Electric Power (kwh) . . .	4,956	5,292	4,991
Deposits ($)—Demand .	7,411	7,812	8,281
(2 of 2 banks)—T&S . .	9,972	9,512	7,609
Constr. ($)—Res.	0	0	0
—Nonres. . . .	0	0	0

	November 1980	October 1980	November 1979
SALIDA (pop. 4,878)			
Electric Power (kwh) . . .	1,599	1,462	1,576
Deposits ($)—Demand .	10,356	10,571	10,103
(2 of 2 banks)—T&S . .	25,315	23,923	20,757
Constr. ($)—Res.	133	0	38
—Nonres. . . .	0	0	0
STERLING (pop. 11,299)			
Electric Power (kwh) . . .	5,923	5,684	5,876
Deposits ($)—Demand .	39,230	36,901	44,453
(3 of 3 banks)—T&S . .	82,887	83,533	79,587
Constr. ($)—Res.	69	73	74
—Nonres. . . .	118	0	0
THORNTON (pop. 39,948)			
Electric Power (kwh) . . .	14,229	14,004	13,686
Deposits ($)—Demand .	12,789	12,006	12,587
(1 of 1 bank)—T&S . . .	9,757	9,279	8,235
Constr. ($)—Res.	668	1,174	409
—Nonres. . . .	10	5,374	1,232
TRINIDAD (pop. 9,671)			
Electric Power (kwh) . . .	3,102	2,747	2,960
Deposits ($)—Demand .	14,773	15,091	15,515
(2 of 2 banks)—T&S . .	28,833	28,876	25,452
Constr. ($)—Res.	0	162	0
—Nonres. . . .	20	0	0
WALSENBURG (pop. 3,919)			
Electric Power (kwh) . . .	1,275	1,070	1,286
Deposits ($)—Demand .	5,461	5,665	5,554
(1 of 1 bank)—T&S . . .	12,513	12,427	12,597
Constr. ($)—Res.	43	40	0
—Nonres. . . .	0	0	0
WESTMINSTER (pop. 49,266)			
Electric Power (kwh) . . .	18,237	18,748	16,572
Deposits ($)—Demand .	35,884	30,097	29,865
(2 of 2 banks)—T&S . .	44,897	42,457	37,105
Constr. ($)—Res.	721	3,485	2,891
—Nonres. . . .	0	0	303
WHEAT RIDGE (pop. 30,268)			
Electric Power (kwh) . . .	21,346	20,667	21,715
Deposits ($)—Demand .	21,687	22,665	22,716
(2 of 2 banks)—T&S . .	35,717	35,167	31,098
Constr. ($)—Res.	36	0	87
—Nonres. . . .	371	427	435

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[a] Construction figures are not available.
[b] Regional figures.
[c] Included in Colorado Springs regional construction figures.
[d] Electric Power consumption figures are not available.
[e] Seven banks reporting.
[f] Six banks reporting.

NOTES: Population figures are preliminary 1980 census counts.
T&S—Time and Savings Deposits.
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIV, Number 4, April 1981

Consumerism: The Failure of Marketing?

WILLIAM MERRITT

William Merritt is a marketing major in the College of Business, University of Colorado, Boulder. This article was prepared for Dr. Dorothy H. Griest's Consumer Behavior class.

Each month in the Denver metropolitan area, the Attorney General's office receives 400 consumer complaints, the Better Business Bureau handles 1,200 complaints, and the Metropolitan District Attorney's Office of Consumer Fraud and Economic Crime entertains over 1,500 complaints.[1] These 3,100 grievances per month do not include those made to the Postal Inspector and the Federal Trade Commission. One might also assume that the silent majority includes many more consumers with similar, though unreported problems. Evidently, marketers have not come close to the mark of achieving complete customer satisfaction. The backlash from this widespread dissatisfaction has its form in the movement of consumerism. Peter Drucker describes the movement: "consumerism is the shame of the marketing concept . . . (it) represents the organized expression of consumer dissatisfaction; both the failure and response of marketing become very evident."[2]

DEVELOPMENT OF CONSUMERISM

Waves of consumer activism have appeared in other periods of U.S. history where rapid social change occurred. But today's movement differs in the scope of involvement. Where consumerists were typically educators or members of women's organizations, contemporary activists are found in special interest groups, organized labor, and all levels of government.

The advent of the current consumer movement shocked the business world. Consumerism was seen as an un-American threat to free enterprise. Business misjudged the depth, commitment, and effects of consumer advocates.[3] Executives believed that consumerism was an expression of a few activists and not the general public. Today, however, the attitude of business has changed. A recent Conference Board survey of businessmen showed that management believes the movement remains healthy and influential and is here to stay.[4]

Consumer advocates are skeptical, knowledgeable, and professional. Their organizations range from 12 major national groups such as the Consumer Federation of America and the National Consumers' League, which cover a broad range of issues, to smaller, special interest concerns such as GASP (Group Against Smoking and Pollution) and ACT (Action for Children's Television). Other groups also have powerful interests in consumerism; for example, the American Heart Association and the Lung Association monitor artifical sweeteners.

COMPLAINTS

The number of complaints to government agencies is constantly increasing. Most complaints are due to deceptive practices, product failure, product dangers, pricing, the plight of the poor in the marketplace, packaging, and servicing.[5] Complaints about banking policies and practices to the Comptroller of the Currency have doubled in the last three years. Calls to the Consumer Product Safety Commission's hotline doubled in 1979, and complaints to agencies such as the Food and Drug Administration, the Civil Aeronautics Board, and the Federal Trade Commission have been rapidly increasing.[6] Locally, the consumer affairs specialist for the Colorado Attorney General claims that most complaints concern automobile sales and repairs. The next most common problems are mail order and magazine subscriptions, then home construction and seasonal work such as furnace, driveway, or roof repairs.[7] The Denver Better Business Bureau receives the greatest number of complaints about mail order purchases, then home improvements, magazine subscriptions, and home furnishings.[8] The Metropolitan District Attorney's Office of Consumer Fraud and Economic Crime finds that 41% of its complaints concern landlord and tenant disputes, 23% used automobile purchases, 5% automobile service, 4% home improvement, 4% retailing, and 3% credit and financial matters. Interestingly, the complaints that the office follows up on break down into the following areas: 22% auto, 22% home improvement, 15% retail, 8% servicing, 6% business opportunities, and 5% of the mail order problems. Actual criminal prosecution as a percentage of all complaints tallies: 40% home improvement contractees, 11% automobile sales, 9% auto repairs, 9% deceptive advertising, 9% thefts and sales, and 8% illegal business opportunity schemes.[9] An investigator for the D.A.'s office, Tom Codwallader, says that "there is a great deal of fraud and misrepresentation on the local level—we only touch the tip of the iceburg."[10]

According to the three consumer specialists I spoke with at the D.A.'s office, the Attorney General's office, and the Federal Trade Commission (FTC), much of the blame for consumer dissatisfaction lies with the consumers themselves. Many people do not think about

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what they are buying; they don't use the marketplace. Consumers jump on the cheapest offer without checking out the seller. Some buyers maintain irrational and illogical expectations, but these specialists agreed that most complaints are well-founded. Karen Alport of the FTC believes that most consumers are not aware of their rights. But much of the time consumers just have not communicated with the disputed businesses. People often need only to tell a firm of their grievances and the company would be glad to settle. The agencies concurred that most complaints come from the middle class.

How are these myriad complaints managed? The Department of Health, Education, and Welfare (HEW) studied the complaints to 22 government agencies.[11] HEW found that complaints are treated as general public correspondence, and no attempt is made to analyze them for policy decisions. In general, complaints to government agencies are handled ineffectively because of the lack of sufficient resources.

On the local level, government seems to be more effective. The Post Office has an office of the Postal Inspector in Denver. The agency deals with fraud in advertising and disputes with any sort of mail order sales. Also located in Denver is a regional office of the Federal Trade Commission. The FTC looks into violations of federal law such as warranty and credit disputes. Individuals are encouraged to write, but the commission will act only when a pattern of abuse develops.

The Colorado Office of Consumer Affairs, a unit of the Attorney General's Office, works primarily to protect consumers against violations of the Colorado Consumer Protection Act. Businesses are required to reply to inquiries of the office or face a subpoena. The office reports that 65% of all complaints are successfully settled outside of court, while 90% of the 10% of all complaints that do make it to court are settled in the consumer's favor. Court action depends on the type of violation, its extent, the business's past history, and the office's case load. Most of the accused firms are very willing to cooperate; many times consumers have not checked with the business first.

Unique in the United States, the Metropolitan Denver District Attorney's Consumer Office covers the five-county metro area.[12] Consumers are served on three levels: informally, violations of the Consumer Protection Act, and criminal prosecution. Out of 1,500 monthly contacts, 200 are acted on and 60 receive criminal prosecution. Investigator Cadwallader believes that his organization would face extinction if only firms would satisfy complaints when consumers first approach them. Big business, however, is very responsive. This office is the starting point for many complaints, the majority of which are referred to other agencies. The organization's staff of 20 costs 21¢ per year per citizen.

The Denver Better Business Bureau (BBB) keeps extensive files on its members.[13] The bureau has no legal recourse and can only threaten to expel violating companies. Most businessmen who are members of the BBB are very concerned about their memberships and reputations. Unfortunately few consumers check the bureau before completing a transaction.

Despite the many consumer organizations, dissatisfied consumers must eventually turn to the federal government for help. The regulating agencies are often very frustrating for customers. Says Ralph Nader, ". . . regulators are more intractable foes than the companies."[14] A study by Common Cause found that regulators consult business lobbyists ten times more often than consumer representatives for information.[15] For many reasons (including political), regulators are hesitant to enforce the law strictly; consumer groups are forced to employ class action suits to make agencies comply. Certain agencies prefer this approach since they do not have to take the responsibility for initiating the actions.

CONSUMERISM'S EFFECT ON MANAGEMENT

The consumerism movement has made significant gains by working within companies. Many corporations now have consumer affairs executives. A new professional organization, SOCAP (Society of Consumer Affairs Professionals) has grown rapidly. These executives believe that consumer advocates make products safer and easier to use, and provide viewpoints not found inside corporations. Advocates specifically push business in three areas: (1) promoting improvements in product and service quality, (2) helping to sensitize management to the importance of consumer concerns, and (3) pointing out consumers' positions on various issues. The owner-relations manager at Ford Motor Company, Ned Smith, says that "the advocates' watchdog role, while sometimes painful, has resulted in measurable product improvement."[17]

IMPLICATIONS OF CONSUMER ATTITUDES

Breaking consumers into four categories (inner-directed, 26 million; need-driven, 19 million; belongers, 58 million; and achievers, 37 million), the only rapidly growing sector will be the inner-directed segment.[18] This group has very strong buying power and influence; the average age is 32, one-half have incomes over $20,000, 39% are professionals, 89% are white, they are more likely to live in the West, they have the highest level of education, and many are single. This most powerful and fastest growing segment is the heart of the consumer movement. Its influence on society is pervasive and increasing. These people are highly socially conscious; they value conservation, health and safety, and voluntary simplicity. They are intellectuals prone to information, primitiveness, and aesthetics. *Progressive Grocer* magazine suggests the following orientation for marketers to reach this market:[19]

1. decline in power of brand names
2. individual over the group
3. sufficiency over abundance
4. flexibility over formality
5. fashion over fads
6. simple over complex
7. conservation over waste
8. authenticity over phoniness
9. experimental over traditional
10. personal over mechanical
11. meaningful over impressive.

These shifts in values show the influence consumerism helped to achieve. Other signs of increasing consumerist attitudes include the growing circulation of *Consumer Reports* magazine (now over two million college-educated upper-middle class families) and the popularity of Sylvia Porter's newspaper column (the most widely read column).[20] On the other hand, consumer education has not made the public into informed consumers "who, through wise buying decisions can direct the development of the economy."[21]

DIRECTION OF THE CONSUMERISM MOVEMENT

More and more organizations will use a consumerist approach to accomplish their special interests' goals. For example, the American Association of Retired Persons (AARP) reports its age group represents 11% of the population, but purchases 25% of prescription drugs sold. The group desired less expensive generic drugs but could not get results on the national level. Since 1970, more than 40 states have passed laws for generic drugs primarily due to the AARP's effort.[22]

In Washington, 60 consumer and labor groups combined in an organization named Confederation Opposed to Inflation (COIN) which will attempt a new consumerist strategy. COIN will not tamper with regulations but will target its efforts to limit size and ownership of firms supplying food, housing, energy, and health care.[23]

Other areas where the consumer movement will concentrate effort are (1) public participation and intervention in regulations decision making; (2) standards for complaint processing and settlement; (3) protection for consumers from utility cut-offs, invasion of privacy, credit discrimination, and unsafe products; (4) precise definitions of consumers' rights to sue for damages; and (5) the deregulation of more industries.[24]

ROLE OF MARKETING QUESTIONED

Increasingly marketing's role will be publicly questioned by consumer advocates. One advocate says "The marketing-oriented free enterprise society no longer satisfies the citizenry. . . . This is a society that has rested on the premises of individualism and market rationality, in which the varied ends desired by individuals would be maximized by free exchange. We now move to a communal ethic . . ."[25] Consumerists will argue that marketing is a nonproductive activity, that marketing will artificially stimulate consumption, that choices are too complex for consumers among various products, and that markets are directed by a few giant corporations. Once praised for offering a vast amount of new products, U.S. business is now, ironically, chided for offering too much.

DOES CONSUMERISM INDICATE THE FAILURE OF MARKETING?

No. Marketing must provide consumers with what they want; otherwise companies go out of business. If failure exists, it is on the part of consumers, which includes everybody and is therefore a failure of our society. Throw-away beverage bottles, for example, are typically criticized as a very wasteful practice that marketers perpetrate. But if marketers had the slightest indication that most people desired returnable containers they would undoubtably provide them. Another example: people complain that 7-11 superettes have replaced all the "Mom and Pop's." 7-11's would not have opened a 700th store, much less a second one, if consumers had not wanted these stores. Marketing gives consumers what they ask for. When marketers misjudge consumer wants, the marketer—not the consumer—suffers. The American auto industry is a very graphic example.

One other point on marketing failure: consumerists constantly argue for a return to smaller firms and that large companies are unresponsive to consumers. It is quite evident from my interviews with local consumer specialists that consumer dissatisfaction occurs almost exclusively with small firms. They reported large companies to be very cooperative with consumers.

WHAT MUST MARKETING DO?

Marketing has to become more responsive to consumers. Large companies should decentralize their consumer affairs departments so local management can work with their customers. Business must also listen to consumerists because they provide valuable information, especially as our society turns increasingly their direction. Consumers must be assured that disputes over goods or services can be settled quickly, efficiently, and economically. The consumers of the 1980s must be treated intelligently. People will not be as receptive to claims of better than ever or new and improved.[26] Consumers will look for documented proof, an emphasis on quality, durability, and practicality. Finally, marketers need to join with the consumer movement to educate consumers. Failure to do so will precipitate a greater role by government in the marketplace.

1. Evelyn Fox, Consumer Specialist, Colorado Attorney General's Office, Interview, December 12, 1980.
2. *Consumer Protection and its Impact,* collection (London: Alfred A. Knopf, 1976), p. 83.
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4. E. Patrick McGuire, "Consumerism lives . . . and grows" *across the board,* January 1980, p. 58.
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7. Evelyn Fox, *ibid.*
8. Tom Cadwallader, Investigator, Metropolitan District Attorney's Office of Consumer Fraud and Economic Crime, Interview, December 12, 1980.
9. *Ibid.*
10. *Ibid.*
11. E. Patrick McGuire, *ibid.,* p. 60.
12. Tom Cadwallader, *ibid.*
13. *Ibid.*
14. E. Patrick McGuire, *ibid.,* p. 59.
15. *Ibid.,* p. 57.
16. *Ibid.,* p. 62.
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18. Arnold Mitchell, "Coming in the '80s: A Further Splintering in Buying Styles," *Progressive Grocer,* November 1979, p. 101-103.
19. *Ibid.,* p. 103.
20. Lucy Creighton, *Pretenders to the Throne* (Lexington, Mass.: D. D. Heath and Company, 1976), p. 69.
21. *Ibid.,* p. 82.
22. E. Patrick McGuire, *ibid.,* p. 61.
23. "The Marketer's Complete Guide to the 1980s/A Special Report," *Sales and Marketing Management,* December 10, 1979, unpaged.
24. E. Patrick McGuire, *ibid.,* p. 64.
25. Lucy Creighton, *ibid.,* p. 108.
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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

				Percent Change December 1980 from	
	December 1980	November 1980	December 1979	November 1980	December 1979
Total Civilian Labor Force (by place of residence)[a]	1,457.0	1,460.6	1,433.1r	– 0.2	1.7
Unemployment	51.9	52.7r	47.9r	– 1.5	8.4
Unemployment Rate (percent)	3.6	3.6r	3.3	—	—
Employment	1,405.1	1,407.9r	1,385.2r	– 0.2	1.4
Nonagricultural Wage and Salary	1,268.6	1,266.6r	1,250.3r	0.2	1.5
Agricultural	26.5	31.9	26.8	–16.9	– 1.1
Self-employed, unpaid family, and domestics	110.0	109.4r	108.1r	0.6	1.8
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,266.5	1,265.2r	1,247.5r	0.1	1.5
Mining	35.6	35.4r	32.7r	0.6	8.9
Metallic Minerals	11.6	11.5r	11.0r	0.9	5.5
Bituminous Coal, Lignite, and Nonmetallic	5.9	6.0r	5.8r	– 1.7	1.7
Oil and Gas Extraction	18.2	17.9r	15.9r	1.7	14.5
Contract Construction	75.7	78.3r	80.1r	– 3.3	– 5.5
Manufacturing	182.1	182.3r	183.0r	– 0.1	– 0.5
Lumber, Wood Products, and Furniture	7.6	7.7r	7.9	– 1.3	– 3.8
Stone, Clay, Glass, and Concrete Products	11.3	11.3r	11.3r	0.0	0.0
Primary and Fabricated Metals	19.5	19.6r	20.2r	– 0.5	– 3.5
Machinery, Except Electrical	25.6	25.1r	25.2r	2.0	1.6
Electric and Electronic Equipment	15.0	15.1r	14.9r	– 0.7	0.7
Transportation Equipment	12.7	12.5r	11.1r	1.6	14.4
Other Durable Goods	25.8	25.9r	26.9r	– 0.4	– 4.1
Food and Kindred Products	25.0	25.2r	24.4r	– 0.8	2.5
Textiles and Apparel	3.5	3.6	3.7r	– 2.8	– 5.4
Paper and Allied Products	2.1	2.1r	2.1r	0.0	0.0
Printing and Publishing	16.2	16.3	16.6r	– 0.6	– 2.4
Chemicals and Allied Products	6.4	6.4r	6.0r	0.0	6.7
Other Nondurable Goods	11.3	11.4r	12.8r	– 0.9	–11.7
Finance, Insurance, and Real Estate	77.4	77.2r	76.1r	0.3	1.7
Banking	19.6	19.6r	19.2	0.0	2.1
Credit Agencies Other than Banks	12.7	12.6r	12.6r	0.8	0.8
Insurance Carriers, Agents, and Brokers	19.8	19.8r	19.1r	0.0	3.7
Real Estate and Combination Offices	20.2	20.2r	20.7r	0.0	– 2.4
Other Finance, Insurance, and Real Estate	5.1	5.1r	4.4r	0.0	15.9
Transportation and Public Utilities	80.8	80.9r	77.9	– 0.1	3.7
Railroad Transportation	7.6	7.5r	7.3	1.3	4.1
Trucking and Warehousing	17.4	17.1r	16.9r	1.8	3.0
Air Transportation	13.1	13.7r	13.3r	– 4.4	– 1.5
Other Transportation	6.3	6.3r	5.8	0.0	8.6
Communications, Electric, Gas, and Sanitary Services	36.4	36.3r	34.5	0.3	5.5
Trade	313.3	309.2r	309.5r	1.3	1.2
Wholesale Trade	76.0	75.5r	73.0r	0.7	4.1
Retail Trade	237.3	233.8r	236.5r	1.5	0.3
Services	256.8	255.1r	246.6r	0.7	4.1
Lodging and Combination Lodging/Eating Places	23.9	23.1r	22.5r	3.5	6.2
Personal Services	12.8	12.7r	12.6r	0.8	1.6
Business Services	46.4	46.1r	45.3r	0.7	2.4
Auto and Miscellaneous Repair Services	14.1	14.1r	13.5r	0.0	4.4
Amusements and Recreation	15.7	15.2	15.5r	3.3	1.3
Health Services	65.9	65.6r	62.5r	0.5	5.4
Educational Services	9.5	9.8r	9.6r	– 3.1	– 1.0
Membership Organizations	20.7	20.7r	21.1	0.0	– 1.9
Other Services	47.9	47.9r	44.1	0.0	8.6
Government	244.9	246.7r	241.7r	– 0.7	1.3
Federal	51.7	51.9r	50.3r	– 0.4	2.8
State	60.1	61.0	59.6	– 1.5	0.8
Local	133.1	133.8	131.9r	– 0.5	0.9

	December 1980	November 1980	December 1979	Percent Change December 1980 from November 1980	Percent Change December 1980 from December 1979
Average Weekly Hours					
Construction	38.2	36.8r	37.6r	3.8	1.6
Manufacturing	39.9	39.6r	40.4r	0.8	− 1.2
Nondurable Goods	39.6	39.3r	39.5r	0.8	0.3
Durable Goods	40.1	39.9r	40.8r	0.5	− 1.7
Average Weekly Earnings ($)					
Construction	417.91	402.22r	380.89r	3.9	9.7
Manufacturing	314.41	310.07r	290.48r	1.4	8.2
Nondurable Goods	299.38	293.96r	275.31r	1.8	8.7
Durable Goods	324.01	321.19r	298.25r	0.9	8.6
Initial Unemployment Claims (000)	18.9	14.5	14.7	30.3	28.6
Bankruptcies, All Types (number)	587	589	267	20.0	119.9
Total State Revenue ($000)	294,411	97,074	219,244	203.3	34.3
Total State Expenditures ($000)	246,958	292,495	246,907	−15.6	0.0
Crude Oil Production (thous. bbls.)	2,367	2,467r	2,624	− 4.1	− 9.8
Dry Gas Production (mil. cu. ft.)	13,582	13,947r	13,431	− 2.6	1.1
Coal Production (thous. tons)	1,738.6	1,396.6	1,663.0r	24.5	4.6
New Oil and Gas Wells (number)	190	183	178	3.8	6.7
Natural Gas Used (bil. cu. ft.)	22.4	22.2	28.5	0.9	−21.4
Electrical Power Sales (mil. kwh)					
Residential	551.6*	464.9*	569.0	18.7	− 3.1
Nonresidential	977.9*	942.7*	956.9	3.7	2.2
New Construction, 52 cities					
Residential Permits, 52 cities	871	803r	972	8.5	−10.4
Residential Value ($000)	48,144	45,392r	44,144	6.1	9.1
Nonresidential Permits (number)	115	101	127	13.9	− 9.4
Nonresidential Value ($000)	63,611	22,388	32,270	184.1	97.1
Highway Contractor Payments ($000)	9,479	9,253	9,052	2.4	4.7
Ordinary Life Insurance Sales ($000)	794,363	539,408	649,476r	47.3	22.3
Bank Deposits, 119 Cities, 239 of 299 Banks					
Demand ($000,000)	5,373	5,059r	5,294	6.2	1.5
Time and Savings ($000,000)	7,027	6,914r	6,344	1.6	10.8
Savings and Loan Net New Savings ($000)	98,200	35,000	54,632	180.6	79.8
National Park Visits—9 areas (000)[b]	155.1	191.3	117.8	−18.9	31.7
Motor Vehicle Title Applications (000)	61.7	68.4	60.2	− 9.8	2.5
Highway Vehicle Traffic Counts at Border Stations (daily average)	32,247	31,865	29,779	1.2	8.3
Air Passengers, Stapleton (000)[c]	1,800	1,523	1,753	18.2	2.7
Air Freight and Air Express, Stapleton (thous. lbs.)	19,906	22,228	20,231	−10.4	− 1.6
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	63.90	63.50	67.50	0.6	− 5.3
Lambs (per cwt)	59.00	61.90	66.10	− 4.7	−10.7
Wheat (per bu.)	3.76	3.86	3.72	− 2.6	1.1
Corn (per bu.)	3.33	3.00	2.49	11.0	33.7
Potatoes (per cwt)	5.15	4.80	2.85	7.3	80.7
Wool (per lb.)	.92	.92	.87	0.0	5.8

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SICs). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b] Shadow Mountain National Recreation Area's visits are not included in these figures as this area is now administered by the U.S. Forest Service.

[c] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	December 1980	November 1980	December 1979
ALAMOSA (pop. 6,830)			
Electric Power (kwh)	2,686	3,071	3,539
Deposits ($)—Demand	23,343	22,873	23,781
(2 of 2 banks)—T&S	20,878	22,401	18,026
Constr. ($)—Res.	80	184	30
—Nonres.	0	0	0
ARVADA (pop. 84,576)			
Electric Power (kwh)	28,864	25,492	28,008
Deposits ($)—Demand	37,972	36,506	42,399
(3 of 4 banks)—T&S	37,067	36,455	34,343
Constr. ($)—Res.	499	1,634	479
—Nonres.	757	105	0
ASPEN (pop. 3,678)			
Electric Power (kwh)	5,684	4,423	5,728
Deposits ($)—Demand	16,917	15,767	16,580
(1 of 2 banks)—T&S	23,447	23,124	21,606
Constr. ($)—Res.	0	100	0
—Nonres.	10	21	0
AURORA (pop. 158,588)			
Electric Power (kwh)	84,821	70,259	72,584
Deposits ($)—Demand	46,609	46,564	43,910
(4 of 9 banks)—T&S	69,656	67,685	57,452
Constr. ($)—Res.	11,556	15,315	8,177
—Nonres.	975	3,930	7,371
BOULDER (pop. 76,685)			
Electric Power (kwh)	57,592	42,907	51,827
Deposits ($)—Demand	152,273	152,543	153,591
(7 of 8 banks)—T&S	239,343	236,582	240,347
Constr. ($)—Res.	2,579	2,292	1,702
—Nonres.	0	0	1,975
BRIGHTON (pop. 12,773)			
Electric Power (kwh)	4,786	4,123	4,627
Deposits ($)—Demand	20,779	21,147	23,072
(2 of 2 banks)—T&S	27,647	28,350	26,673
Constr. ($)—Res.	438	814	90
—Nonres.	208	134	0
BROOMFIELD (pop. 20,730)			
Electric Power (kwh)	10,205	9,381	11,027
Deposits ($)—Demand	17,278	16,862	17,102
(2 of 2 banks)—T&S	26,434	25,979	22,873
Constr. ($)—Res.	911	335	181
—Nonres.	0	230	40
BRUSH (pop. 4,082)[a]			
Electric Power (kwh)	2,062	1,935	2,136
Deposits ($)—Demand	14,232	12,014	14,554
(2 of 2 banks)—T&S	38,343	39,748	32,892
CANON CITY (pop. 13,037)			
Electric Power (kwh)	23,213	23,747	25,093
Deposits ($)—Demand	22,732	22,951	21,724
(3 of 3 banks)—T&S	61,460	60,908	52,438
Constr. ($)—Res.	210	70	54
—Nonres.	7	15	0
COLORADO SPRINGS (pop. 215,150)			
Electric Power (kwh)	157,027	152,509	151,893
Deposits ($)—Demand	309,675	304,432	315,400
(15 of 17 banks)—T&S	487,239	491,289	450,283
Constr. ($)—Res.[b]	10,845	7,998	3,960
—Nonres.	18,031	4,737	3,502
COMMERCE CITY (pop. 16,234)			
Electric Power (kwh)	21,538	19,996	15,201
Deposits ($)—Demand	10,294	10,023	9,770
(1 of 1 bank)—T&S	14,088	14,799	12,357
Constr. ($)—Res.	288	0	43
—Nonres.	205	0	797
CORTEZ (pop. 7,095)			
Electric Power (kwh)	3,642	3,527	3,562
Deposits ($)—Demand	14,632	15,497	17,264
(2 of 2 banks)—T&S	35,105	34,300	31,186
Constr. ($)—Res.	374	364	158
—Nonres.	50	38	0
CRAIG (pop. 8,133)			
Electric Power (kwh)	6,464	4,463	6,514
Deposits ($)—Demand	19,824	22,478	18,889
(2 of 2 banks)—T&S	35,566	34,662	32,116
Constr. ($)—Res.	0	208	43
—Nonres.	0	35	11
DENVER (pop. 491,396)			
Electric Power (kwh)	316,793	307,588	316,348
Deposits ($)—Demand	2,895,777	2,629,802	2,803,445
(31 of 34 banks)—T&S	2,856,845	2,757,521	2,595,309
Constr. ($)—Res.	4,807	4,334	7,732
—Nonres.	31,879	8,063	10,310
DURANGO (pop. 11,426)			
Electric Power (kwh)	6,972	6,006	7,090
Deposits ($)—Demand	38,774	36,301	36,839
(3 of 3 banks)—T&S	60,913	60,594	54,656
Constr. ($)—Res.	0	83	111
—Nonres.	0	0	7
ENGLEWOOD (pop. 30,021)			
Electric Power (kwh)	21,112	17,840	19,718
Deposits ($)—Demand	124,289	122,041	131,152
(5 of 5 banks)—T&S	169,827	172,202	150,569
Constr. ($)—Res.	32	120	38
—Nonres.	678	132	490
ESTES PARK (pop. 2,703)			
Electric Power (kwh)	4,516	4,461	5,047
Deposits ($)—Demand	8,058	8,950	8,863
(2 of 2 banks)—T&S	21,431	21,991	18,677
Constr. ($)—Res.	630	141	0
—Nonres.	57	0	0
FORT COLLINS (pop. 64,632)			
Electric Power (kwh)	39,561	35,129	52,516
Deposits ($)—Demand	122,694	121,453	129,735[e]
(8 of 8 banks)—T&S	228,059	223,371	196,525[e]
Constr. ($)—Res.	3,083	1,499	3,474
—Nonres.	39	989	1,619
FORT MORGAN (pop. 8,768)			
Electric Power (kwh)	7,753	6,950	8,270
Deposits ($)—Demand	22,891	24,049	23,960
(2 of 2 banks)—T&S	58,760	55,774	50,400
Constr. ($)—Res.	121	265	139
—Nonres.	0	48	0
GLENWOOD SPRINGS (pop. 4,637)			
Electric Power (kwh)	4,451	4,499	4,264
Deposits ($)—Demand	30,914	28,824	29,806
(2 of 2 banks)—T&S	59,568	60,104	53,301
Constr. ($)—Res.	257	230	300
—Nonres.	0	198	85
GOLDEN (pop. 12,237)			
Electric Power (kwh)	5,919	5,801	5,861
Deposits ($)—Demand	40,516	38,903	37,640
(2 of 2 banks)—T&S	67,933	67,666	62,995
Constr. ($)—Res.	81	247	1,207
—Nonres.	0	0	0
GRAND JUNCTION (pop. 28,144)			
Electric Power (kwh)	12,451	21,508	17,056
Deposits ($)—Demand	127,443	125,589	122,174
(5 of 5 banks)—T&S	177,118	177,464	154,029
Constr. ($)—Res.	539	868	859
—Nonres.	332	203	580
GREELEY (pop. 53,006)			
Electric Power (kwh)	22,726	20,523	23,241
Deposits ($)—Demand	108,401	96,173	104,970
(7 of 7 banks)—T&S	271,383	267,264	251,773
Constr. ($)—Res.	586	1,140	1,447
—Nonres.	11	868	690
GUNNISON (pop. 5,785)			
Electric Power (kwh)	4,125	3,879	4,440
Deposits ($)—Demand	15,911	16,953	15,598
(2 of 2 banks)—T&S	24,967	24,894	21,591
Constr. ($)—Res.	17	0	0
—Nonres.	96	0	182
LA JUNTA (pop. 8,338)			
Electric Power (kwh)	4,427	4,454	4,347
Deposits ($)—Demand	19,213	18,566	20,335
(1 of 2 banks)—T&S	22,384	23,560	18,857
Constr. ($)—Res.	0	0	410
—Nonres.	0	0	0

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LOCAL BUSINESS CONDITIONS—Continued

	December 1980	November 1980	December 1979
LAKEWOOD (pop. 112,848)			
Electric Power (kwh) ...	53,320	46,607	50,795
Deposits ($)—Demand .	144,236	135,352	143,587
(4 of 8 banks)—T&S ..	230,668	233,019	208,133
Constr. ($)—Res.	943	2,344	2,387
—Nonres. ...	1,922	293	1,523
LAMAR (pop. 7,713)			
Electric Power (kwh) ...	7,574	8,110	5,362
Deposits ($)—Demand .	19,114	17,983	18,827
(2 of 2 banks)—T&S ..	36,669	35,631	27,566
Constr. ($)—Res.	n.r.	30	0
—Nonres. ...	n.r.	115	0
LITTLETON (pop. 28,631)			
Electric Power (kwh) ...	16,727	15,208	17,166
Deposits ($)—Demand .	61,495	64,270	58,279
(3 of 3 banks)—T&S ..	92,333	89,323	96,425
Constr. ($)—Res.	1,193	152	753
—Nonres. ...	1,881	171	0
LONGMONT (pop. 42,942)			
Electric Power (kwh) ...	22,319	20,991	22,439
Deposits ($)—Demand .	53,947	55,239	54,953
(5 of 5 banks)—T&S ..	102,402	103,082	92,346
Constr. ($)—Res.	1,863	1,021	3,059
—Nonres. ...	715	277	441
LOVELAND (pop. 30,244)			
Electric Power (kwh) ...	15,904	16,170	17,113
Deposits ($)—Demand .	40,965	42,188	44,258
(4 of 4 banks)—T&S ..	74,565	76,049	72,985
Constr. ($)—Res.	390	330	3,423
—Nonres. ...	80	33	112
MANITOU SPRINGS (pop. 4,475)[c]			
Electric Power (kwh) ...	1,577	1,324	1,551
Deposits ($)—Demand .	4,240	4,084	3,784
(1 of 1 bank)—T&S ...	7,124	7,360	6,356
MONTROSE (pop. 8,722)[d]			
Deposits ($)—Demand .	28,479	33,009	35,204
(2 of 3 banks)—T&S ..	52,364	53,305	43,038
Constr. ($)—Res.	284	268	108
—Nonres. ...	0	0	685
NORTHGLENN (pop. 29,847)			
Electric Power (kwh) ...	11,272	9,932	10,978
Deposits ($)—Demand .	22,374	24,582	21,332
(2 of 2 banks)—T&S ..	26,771	28,863	29,424
Constr. ($)—Res.	721	828	0
—Nonres. ...	0	38	735
PUEBLO (pop. 101, 686)			
Electric Power (kwh) ...	54,903	76,508	54,182
Deposits ($)—Demand .	123,782	118,352	129,148
(8 of 8 banks)—T&S ..	203,383	201,267	182,449
Constr. ($)—Res.	253	362	198
—Nonres. ...	0	1,008	116
ROCKY FORD (pop. 4,804)			
Electric Power (kwh) ...	5,598	4,956	5,920
Deposits ($)—Demand .	8,060	7,411	8,324
(2 of 2 banks)—T&S ..	9,657	9,972	7,447
Constr. ($)—Res.	171	0	0
—Nonres. ...	0	0	0
SALIDA (pop. 4,870)			
Electric Power (kwh) ...	1,823	1,599	1,802
Deposits ($)—Demand .	10,575	10,356	11,285
(2 of 2 banks)—T&S ..	25,284	25,315	20,672
Constr. ($)—Res.	37	133	0
—Nonres. ...	27	0	0
STERLING (pop. 11,385)			
Electric Power (kwh) ...	6,248	5,923	5,761
Deposits ($)—Demand .	42,297	39,230	34,545
(3 of 3 banks)—T&S ..	83,135	82,887	74,410
Constr. ($)—Res.	29	69	0
—Nonres. ...	0	118	0
THORNTON (pop. 40,343)			
Electric Power (kwh) ...	16,459	14,229	15,900
Deposits ($)—Demand .	12,534	12,789	13,711
(1 of 1 bank)—T&S ...	8,514	9,757	8,040
Constr. ($)—Res.	921	668	332
—Nonres. ...	0	10	84
TRINIDAD (pop. 9,663)			
Electric Power (kwh) ...	2,983	3,102	3,013
Deposits ($)—Demand .	14,637	14,773	15,960
(2 of 2 banks)—T&S ..	29,502	28,833	25,870
Constr. ($)—Res.	134	0	35
—Nonres. ...	0	20	0
WALSENBURG (pop. 3,945)			
Electric Power (kwh) ...	1,219	1,275	1,294
Deposits ($)—Demand .	5,310	5,461	5,617
(1 of 1 bank)—T&S ...	12,884	12,513	12,348
Constr. ($)—Res.	35	43	0
—Nonres. ...	80	0	0
WESTMINSTER (pop. 50,211)			
Electric Power (kwh) ...	19,065	18,237	18,912
Deposits ($)—Demand .	33,678	35,884	32,233
(2 of 2 banks)—T&S ..	42,461	44,897	36,572
Constr. ($)—Res.	2,660	721	2,890
—Nonres. ...	4,151	0	33
WHEAT RIDGE (pop. 30,293)			
Electric Power (kwh) ...	24,738	21,346	23,924
Deposits ($)—Demand .	21,349	21,687	22,771
(2 of 2 banks)—T&S ..	35,235	35,717	30,680
Constr. ($)—Res.	156	36	46
—Nonres. ...	138	371	595

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

[e] Six banks reporting.

NOTES: Population figures are 1980 census counts.
T&S—Time and Savings Deposits.
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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Volume LIV, Number 5, May 1981

The Need for an International Perspective in Colorado

R. Curtis Johnson

R. Curtis Johnson is Dean, Office of International Education, University of Colorado, Boulder.

This article has been inspired by a manuscript on foreign trade entitled "A Remembered Glory" by Robert Musgjerd, Corporate Vice President, International Harvester Company, which appeared in the April 1980 issue of the *Colorado Business Review*. Though informative and well written, it did not consider the findings of the President's Commission on Foreign Language and International Studies which covers the present status of language and cultural understanding in the United States. After calling this oversight to the attention of the editor, I was invited to prepare an article covering the lack of foreign language and international training in our educational system and the importance of it in international trade.

COLORADO'S ROLE IN INTERNATIONAL TRADE

In 1978, the Denver District Office, United States Department of Commerce, Bureau of Field Operations, Industry and Trade Administration, published "Colorado's Future in International Trade" prepared by Norman Lawson. In February 1981, I requested and received a copy of the 1978 report with additional updated figures. Accompanying it was a memorandum from John L. Fischer, Chairman of the Colorado District Export Council, which included a copy of "Profit Chased Across the Oceans" by Bruce Wilkinson, from the *Denver Post*, Sunday, November 30, 1980. The following figures are taken from this information and illustrate the growing importance of exports to Colorado.

	1976		1979	
Number of exporting firms	642		670	
Exports in millions of dollars				
Manufactured products	600		880	
Agricultural products	274		434	
Services	250		350	
Total	1,124		1,664	
Employment: Number of full-time equivalent jobs and percent of total in that category				
Manufactured products	14,800	(8.9)	18,500	(10.3)
Agricultural products	8,700	(16.0)	6,500	(15.2)
Services	6,050	(3.1)	9,000	(3.7)
Total	29,550	(7.1)	34,000	(7.3)

In addition, some 16% to 17% of Colorado firms do some exporting, while at the national level among comparable firms, only 8% to 9% are involved in exporting. Wilkinson's article further pointed out that "Colorado has become one of the country's leading export states in proportion to its population and gross product."

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Among Colorado's trade or export offerings are travel and education. The *Colorado Business Review*, December 1980, reported, "Foreign travel to the West is increasingly popular due to the favorable monetary exchange rate and the promotional efforts of Colorado's destinations. Surveys done at various attractions and national parks indicate a surprisingly large growth rate in this market." While this is qualitative (no quantitative information was given) it still indicates a new area of international growth. The launching of Western Airlines nonstop service from Denver to London is additional evidence that international tourism and business are growing.

Education can also be considered as an export product. From statistics compiled by the National Association for Foreign Student Affairs, the total foreign student population in Colorado in 1976 was 2,561. In 1980, it was 5,376. We estimate that each foreign student brings at least $10,000 yearly into the state, some of which is paid directly as tuition and fees to the educational institutions and the rest of which is used for living expenses, entertainment, transportation, etc. Thus, at the present time, the total cash flow into the state from foreign students is in excess of $50 million.

A further detailed look at the state's role in international business may be obtained from the *Colorado Foreign Trade Directory, 1979,* published by the Denver Chamber of Commerce. The compilation of firms, employees, export codes, products, countries or areas, and approximate dollar volume of export sales is a prime information source for this state's international businesses, and is valuable to people seeking specific information. This publication also includes a directory of international service organizations such as the Colorado District Export Council and the Chamber of Commerce, various financial institutions, trade consultants, and organizations such as the Colorado Association for International Education. In addition, educational institutions and their international programs are listed. It is a valuable resource and can be purchased from the Denver Chamber of Commerce for $20.

REPORTS OF PRESIDENTIAL COMMISSIONS

Every four years, this country goes through the ritual of a government turnover, with each administration adhering to its own philosophy and inheriting its own set of problems. President Carter organized three commissions whose reports are pertinent and deserve attention. These are: (1) *Global 2000 Report to the President*, subtitled "Entering the Twenty-first Century" prepared under the direction of Dr. Gerald O. Barney by the Council on Environmental Quality and the Department of State, with significant input from ten or more large federal agencies; (2) *Over-*

coming World Hunger: The Challenge Ahead, a report of the Presidential Commission on World Hunger, chaired by Ambassador Sol M. Linowitz; and (3) *Strength Through Wisdom—A Critique of U.S. Capability,* a report to the president from the Commission on Foreign Language and International Studies, chaired by James A. Perkins.

The following quotations are taken from summary or abridged reports. Detailed supplementary and backup documents and computer programs are available from the Government Printing Office. In my opinion, *Global 2000* is the best, and really fits the category of that rare document, a fine government report. It appears most professional and less put together by a committee than the other two. All, however, are extremely valuable.

Global 2000 is a discouraging report. In spite of assurances that we can pull out of the developing crisis if nations "collectively and individually take bold and imaginative steps toward improved social and economic conditions, reduced fertility, better management of resources, and protection of the environment . . ." the prognosis is really one of gloom. A few excerpts from the summary chapter entitled "Entering the Twenty-first Century" set the tone of the conclusions. "The world in 2000 will be different from the world today in important ways . . . For every two persons on Earth in 1975, there will be three in 2000. The number of poor will have increased. Four-fifths of the world's population will live in less-developed countries . . . Population growth will be 40 percent higher in 2000 than in 1975 . . . The gap between the richest and the poorest will have increased . . . There will be fewer resources to go around . . . There was about four-tenths of a hectare of arable land per person in 1975; there will be only about one-quarter hectare per person in 2000 . . . The world's remaining petroleum resources per capita can be expected to decline by at lease 50 percent . . . Per capita water supplies will decline by 35 percent . . . The world's per capita growing stock of wood is projected to be 47 percent lower in 2000 . . ."

The report on overcoming world hunger is equally gloomy. One table indicates that, in the next 60 seconds, 234 babies will be born, 23 will die before age one, 34 more will die before age 15, and many who do survive beyond age 15 will be stunted in growth and will suffer brain damage that can incapacitate them for life. Yet, "in the developing world, there exists one soldier for every 250 people, but just one doctor for each 3,700."

The authors suggest that "Building a World Without Hunger" requires action toward four goals defined as (1) equitable economic growth, (2) redistributing existing wealth, (3) producing enough food, and (4) a system of world food security.

Strength Through Wisdom does not present a better picture, but it does offer some positive recommendations. "We are profoundly alarmed by what we have found: a serious deterioration in this country's language and research capacity, at a time when increasingly hazardous international military, political, and economic environment is making unprecedented demands on America's resources, intellectual capacity, and public sensitivity . . . Nothing less is at issue than the nation's security . . . Americans' incompetence in foreign languages is nothing short of scandalous, and is becoming worse . . . Our vital interests are impaired by the fatuous notion that our incompetence in other languages is irrelevant . . . Americans' unwillingness to learn foreign languages is often viewed by others, not without cause, as arrogance . . . Americans' scandalous imcompetence in foreign languages also explains our dangerously inadequate understanding of world affairs."

The commission stressed the importance of improving foreign language competence at all levels, paying attention to specific areas such as kindergarten through 12th grade, college and university programs, and international research and training through academic and scholarly exchanges. They also concerned themselves with citizen education, business and labor needs, improvements in organization, and establishing a national commission on foreign language and international studies.

Some of the commission's recommendations for business and labor needs suggest that "The Small Business Administration and the Department of Commerce should support a network of small business export development centers to assist small and medium-sized firms to develop export markets, using the international and foreign language expertise of colleges and universities." And in a more detailed chapter devoted to business and labor needs they state, "International trade involves one out of every eight of America's manufacturing jobs and one out of every three acres of American farmland . . . Each $1 billion of exported manufactured goods creates at least 30,000 jobs in the United States . . . Many American companies now expect that more of their growth in the next decade will come from foreign markets than from domestic operations . . . One serious barrier to American business is its lack of foreign language and area expertise . . . American business people (at small- and middle-level firms) are often at a disadvantage when functioning internationally. They rarely speak foreign languages and have little experience or cultural skills in negotiating with foreign enterprises or governments . . . Very high percentages of individuals are still becoming presidents of multinational corporations without ever having had any international work experience and many managers with international responsibilities had no international studies while at the university."

In regard to higher education the commission offers several suggestions: "Because foreign students trained in the U.S. often provide an indispensable contact in developing U.S. business relations abroad, state colleges and universities should keep tuition increases for foreign students in line with those of local American students."

"American business and labor should give more priority to foreign language and international studies training in their staff recruitment and should encourage colleges and universities to make such training part of their programs in business and labor studies." We do not need to hire any new faculty without international experience.

"Schools of business should make a course in international business a requirement for undergraduate and graduate degrees and should encourage their students to study a foreign language." It is encouraging to note new requirements of the AACSB (American Assembly of Collegiate Schools of Business): "The purpose of the curriculum shall be to provide for a broad education preparing the student for imaginative and responsible citizenship and leadership roles in business and society—domestic and worldwide." In interpreting this guideline, the document states: "There is no intention that any single approach is required to satisfy the worldwide dimension of the Curriculum Standard, but every student should be exposed to the international dimension through one or more elements of the curriculum." This appears to be a very sensible and rational approach.

IMPORTANCE FOR THE COLORADO BUSINESS COMMUNITY

The quotations have almost said it all. They indicate (1) the problem is enormous, the situation is getting worse and, unless changes are made, will end in disaster; (2) the human race does not want to face the truth or to engage in long-range planning; and (3) smug dependence on U.S. technology as suitable for others and on our own language as the only one needed in international business will not guarantee our survival, let alone success. The age of having it our way has yielded to the age of interdependence with its need for knowledge, understanding, and sensitivity.

Enormous problems have been presented. What steps can be taken to work toward solutions? It should be evident that the image of Americans in the world is tarnished by our linguistic, cultural, and historic shortcomings. Yet we are the most multicultural nation on earth, excepting perhaps the USSR where it is estimated some 2,000 languages still are in use. We have great cultural and linguistic resources we have not begun to tap. We have an excellent educational system which has become bogged down in places by rigid departmentalism and has failed to turn out broad generalists needed for world problems. We have business know-how and an economic system which, in theory and often in practice, leads to high productivity and maintains human dignity. We are, in many ways, only a step away from achieving the stature needed to lead the way through this maze of interconnected world issues to some reasonable resolution.

There are many short-term problems which cannot be addressed as effectively by educators as by those actively engaged in day-to-day operations of businesses and industries. We in education must address long-term issues. (It takes years to develop real language facility and cultural understanding.) There are several issues we may jointly address and this brief list includes some of them:

1. Business, accrediting agencies, and business schools should require some level of language knowledge and world understanding of all graduates. It appears AACSB is addressing this issue, and the schools are responding.
2. All students should be encouraged to have significant international/intercultural experiences before entering the working arena. Study abroad and work abroad programs are the best sources for such experiences.
3. Citizens in general and business in particular should encourage the schools to increase foreign-student enrollment. Contacts with these visitors by American students help in developing world understanding. Foreign students can often advise interested American companies of market potentials in their countries, and of cultural barriers and how to deal with them. Ask whether you prefer to have future world leaders in the developing world educated in the United States or elsewhere. Closer to home, ask whether you prefer that future foreign business persons know only our coastal areas—East, West, Gulf—or whether you want them to think first of Colorado when they are ready to place import orders.
4. Faculty need international experiences but are frequently discouraged by college and university attitudes toward the value of such experiences when faculty are considered for promotion, tenure, and salary. The business community needs to impress upon the educational institutions how valuable these experiences are.
5. Above all we need a continual dialog, whether at specifically structured seminars and workshops, the World Affairs Conference and similar events, or business-sponsored tours, programs, and internships. Other business publications should publish articles on the international dimension and invite response and analysis from the business community.

These comments refer to more than just business persons. They refer to all citizens of this country. The business community should require its future employees to have language training and international experience. *You cannot afford not to afford it!*

1. Barney, Gerald O. (Study Director), *The Global 2000 Report to the President—Entering the Twenty-first Century*, Washington, D.C.: Superintendent of Documents, U.S. Government Printing Office (S/N 041-011-00037-8).
2. Denver Chamber of Commerce, *Foreign Trade Directory—1979*, Denver: Denver Chamber of Commerce.
3. Lawson, Norman, *Colorado's Future in International Trade*, Denver: Bureau of Field Operations, Industry and Trade Administration, U.S. Department of Commerce, March 1978.
4. Linowitz, Sol M. (Chairman), *Overcoming World Hunger: The Challenge Ahead—Report of the Presidential Commission on World Hunger*, Washington, D.C.: Superintendent of Documents, U.S. Government Printing Office (S/N 041-002-00015-8).
5. Perkins, James A. (Chairman), *Strength Through Wisdom: A Critique of U.S. Capability—A Report to the President from the President's Commission on Foreign Language and International Studies*, Washington, D.C.: Superintendent of Documents, U.S. Government Printing Office (S/N 017-080-02065-3).

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	January 1981	December 1980	January 1980	Percent Change January 1981 from December 1980	Percent Change January 1981 from January 1980
Total Civilian Labor Force (by place of residence)[a]	1,435.3	1,457.3	1,402.2	– 1.5	2.4
Unemployment	57.9	52.2	49.5	10.9	17.0
Unemployment Rate (percent)	4.0	3.6	3.5	—	—
Employment	1,377.4	1,405.1	1,352.7	– 2.0	1.8
Nonagricultural Wage and Salary	1,251.2	1,268.6	1,227.8	– 1.4	1.9
Agricultural	19.9	26.5	20.2	–24.9	– 1.5
Self-employed, unpaid family, and domestics	106.3	110.0	104.7	– 3.4	1.5
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,249.3	1,266.5	1,225.2	– 1.4	– 1.4
Mining	35.4	35.6	32.6	– 0.6	8.6
Metallic Minerals	11.5	11.6	10.9	– 0.9	5.5
Bituminous Coal, Lignite, and Nonmetallic	5.8	5.9	5.9	– 1.7	– 1.7
Oil and Gas Extraction	18.1	18.2	15.8	– 0.5	14.6
Contract Construction	73.3	75.7	72.8	– 3.2	0.7
Manufacturing	181.5	182.1	180.3	– 0.3	0.7
Lumber, Wood Products, and Furniture	7.5	7.6	7.5	– 1.3	0.0
Stone, Clay, Glass, and Concrete Products	11.0	11.3	10.9	– 2.7	0.9
Primary and Fabricated Metals	19.6	19.5	20.3	0.5	– 3.4
Machinery, Except Electrical	25.7	25.6	25.1	0.4	2.4
Electric and Electronic Equipment	15.1	15.0	15.1	0.7	0.0
Transportation Equipment	12.9	12.7	11.1	1.6	16.2
Other Durable Goods	25.8	25.8	26.6	0.0	– 3.0
Food and Kindred Products	24.6	25.0	23.2	– 1.6	6.0
Textiles and Apparel	3.6	3.5	3.5	2.9	2.9
Paper and Allied Products	2.2	2.1	2.2	4.8	0.0
Printing and Publishing	16.1	16.2	16.5	– 0.6	– 2.4
Chemicals and Allied Products	6.5	6.4	6.1	1.6	6.6
Other Nondurable Goods	11.0	11.3	12.1	– 2.7	– 9.1
Finance, Insurance, and Real Estate	77.6	77.4	75.7	0.3	2.5
Banking	19.5	19.6	19.3	– 0.5	1.0
Credit Agencies Other than Banks	12.8	12.7	12.1	0.8	5.8
Insurance Carriers, Agents, and Brokers	19.9	19.8	19.2	0.5	3.7
Real Estate and Combination Offices	20.1	20.2	20.6	– 0.5	– 2.4
Other Finance, Insurance, and Real Estate	5.2	5.1	4.6	2.0	13.0
Transportation and Public Utilities	80.6	80.8	77.9	– 0.2	3.5
Railroad Transportation	7.5	7.6	7.4	– 1.3	1.4
Trucking and Warehousing	16.5	17.4	16.4	– 5.2	0.6
Air Transportation	13.7	13.1	13.5	4.6	1.5
Other Transportation	6.4	6.3	5.9	1.6	8.5
Communications, Electric, Gas, and Sanitary Services	36.5	36.4	34.8	0.3	4.9
Trade	306.4	313.3	301.3	– 2.2	1.7
Wholesale Trade	75.8	76.0	74.1	– 0.3	2.3
Retail Trade	230.6	237.3	227.2	– 2.8	1.5
Services	256.7	256.8	246.6	– 0.0	4.1
Lodging and Combination Lodging/Eating Places	23.9	23.9	22.0	0.0	8.6
Personal Services	13.1	12.8	12.9	2.3	1.6
Business Services	45.9	[illegible]4	44.2	– 1.1	3.9
Auto and Miscellaneous Repair Services	14.1	14.1	13.6	0.0	3.7
Amusements and Recreation	16.2	15.7	16.4	3.2	– 1.2
Health Services	66.0	65.9	62.6	0.2	5.4
Educational Services	9.5	9.5	9.7	0.0	2.1
Membership Organizations	20.6	20.7	20.9	– 0.5	– 1.4
Other Services	47.4	47.9	44.3	– 1.0	7.0
Government	237.9	244.9	238.0	– 2.9	– 0.0
Federal	50.9	51.7	50.1	– 1.5	1.6
State	54.7	60.1	55.6	– 9.0	– 1.6
Local	132.2	133.1	132.2	– 0.7	0.0

				Percent Change January 1981 from	
	January 1981	December 1980	January 1980	December 1980	January 1980
Average Weekly Hours					
Construction	36.9	36.2	37.7	–3.4	–2.1
Manufacturing	39.7	39.9	40.3	–0.5	–1.5
Nondurable Goods	39.3	39.6	39.6	–0.8	–0.8
Durable Goods	39.9	40.1	40.6	–0.5	–1.7
Average Weekly Earnings ($)					
Construction	401.84	417.91	381.90	–3.8	5.2
Manufacturing	313.63	314.41	295.40	–0.3	6.2
Nondurable Goods	297.11	299.38	281.56	–0.8	5.5
Durable Goods	323.59	324.01	302.47	–0.1	7.0
Initial Unemployment Claims (000)	20.1	18.9	19.4	6.4	3.6
Bankruptcies, All Types (number)	432	587	353	–26.4	22.4
Total State Revenue ($000)	307,730	294,411	264,783	4.5	16.2
Total State Expenditures ($000)	267,705	246,958	259,729	8.4	3.1
Crude Oil Production (thous. bbls.)	2,506	2,499r	2,558r	0.3	–2.0
Dry Gas Production (mil. cu. ft.)	14,193	14,582r	13,113r	–2.7	8.2
Coal Production (thous. tons)	1,369.1	1,738.6	1,602.0r	–21.3	–14.5
New Oil and Gas Wells (number)	176	190	128	–7.4	37.5
Natural Gas Used (bil. cu. ft.)	24.4	22.4	31.5	8.9	–22.5
Electrical Power Sales (mil. kwh)					
Residential	559.7	551.6	591.8r	1.5	–5.4
Nonresidential	933.1	977.9	919.7r	–4.6	1.5
New Construction, 50 cities					
Residential Permits (number)	660	871	727	–24.2	–9.2
Residential Value ($000)	34,419	48,144	31,307	–28.5	9.9
Nonresidential Permits (number)	96	115	116	–16.5	–17.2
Nonresidential Value ($000)	81,607	63,611	38,770	28.3	110.5
Highway Contractor Payments ($000)	4,024	9,479	7,716	–57.5	–47.8
Ordinary Life Insurance Sales ($000)	501,600	794,363	404,917	–36.9	23.9
Bank Deposits, 118 cities, 248 of 323 banks					
Total Deposits ($000,000)	11,835	12,400	10,860	–4.6	9.0
Savings and Loan Net New Savings ($000)	64,800	98,200	18,300r	–34.0	254.1
National Park Visits—9 areas (000)	142.3	155.1	97.7	–8.3	45.7
Motor Vehicle Title Applications (000)	90.1	61.7	67.1	46.0	34.3
Highway Vehicle Traffic Counts at Border Stations (daily average)	28,336	32,247	23,404	–12.1	21.1
Air Passengers, Stapleton (000)[b]	1,687	1,800	1,713	–6.3	–1.5
Air Freight and Air Express, Stapleton (thous. lbs.)	22,431	19,906	20,850	12.7	7.6
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	64.10	62.70r	65.00	2.2	–1.4
Lambs (per cwt)	54.00	62.30r	66.90	–13.3	–19.3
Wheat (per bu.)	3.88	3.87r	3.68	0.3	5.4
Corn (per bu.)	3.40	2.70	2.38	25.9	42.9
Potatoes (per cwt)	8.60	5.15	2.85	67.0	201.8
Wool (per lb.)	.98	.92	.89	6.5	10.1

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SICs). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Agency Management Sales Report.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	January 1981	December 1980	January 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh)	3,760	2,686	3,319
Constr. ($)—Res.	0	80	0
—Nonres.	0	0	0
Deposits ($)	43,407	44,220	39,268
(2 of 2 banks)			
ARVADA (1980 pop. 84,576)			
Electric Power (kwh)	27,416	28,864	28,406
Constr. ($)—Res.	478	499	483
—Nonres.	0	757	0
Deposits ($)	69,150	75,039	67,773
(3 of 6 banks)			
ASPEN (1980 pop. 3,678)			
Electric Power (kwh)	4,260	5,684	7,323
Constr. ($)—Res.	175	0	0
—Nonres.	0	10	0
Deposits ($)	41,548	40,364	40,854
(1 of 3 banks)			
AURORA (1980 pop. 158,588)			
Electric Power (kwh)	76,905	84,821	72,552
Constr. ($)—Res	6,859	11,556	2,482
—Nonres.	5,573	975	2,927
Deposits ($)	113,821	116,265	96,912
(4 of 10 banks)			
BOULDER (1980 pop. 76,685)			
Electric Power (kwh)	45,991	57,592	44,885
Constr. ($)—Res.	2,180	2,579	814
—Nonres.	770	0	900
Deposits ($)	393,759	391,616	372,145
(7 of 8 banks)			
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh)	4,636	4,786	4,433
Constr. ($)—Res.	38	438	216
—Nonres.	287	208	100
Deposits ($)	45,974	48,426	47,855
(2 of 2 banks)			
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh)	9,887	10,205	7,036
Constr. ($)—Res.	1,070	911	1,203
—Nonres.	0	0	93
Deposits ($)	40,440	43,712	37,344
(2 of 2 banks)			
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh)	2,113	2,062	2,256
Deposits ($)	48,655	52,576	43,620
(2 of 2 banks)			
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh)	25,968	23,213	23,848
Constr. ($)—Res.	97	210	225
—Nonres.	20	7	38
Deposits ($)	83,729	84,192	74,807
(3 of 3 banks)			
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh)	156,581	157,027	156,608
Constr. ($)—Res.[b]	6,202	10,845	5,625
—Nonres.	4,689	18,031	18,571
Deposits ($)	765,979	796,914	725,463
(15 of 18 banks)			
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh)	19,797	21,538	18,095
Constr. ($)—Res.	276	288	20
—Nonres.	0	205	85
Deposits ($)	24,148	24,382	23,161
(1 of 1 bank)			
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh)	4,028	3,642	4,030
Constr. ($)—Res.	160	374	91
—Nonres.	0	50	0
Deposits ($)	48,880	49,738	46,559
(2 of 3 banks)			
CRAIG (1980 pop. 8,133)			
Electric Power (kwh)	6,732	6,464	6,100
Constr. ($)—Res.	39	0	0
—Nonres.	208	0	42
Deposits ($)	60,087	55,389	49,507
(2 of 2 banks)			
DENVER (1980 pop. 491,396)			
Electric Power (kwh)	307,858	316,793	304,348
Constr. ($)—Res.	7,688	4,807	5,046
—Nonres.	60,458	31,879	5,655
Deposits ($)	5,372,839	5,752,623	4,853,841
(31 of 35 banks)			
DURANGO (1980 pop. 11,426)			
Electric Power (kwh)	6,198	6,972	7,222
Constr. ($)—Res.	59	0	0
—Nonres.	0	0	217
Deposits ($)	96,408	99,687	89,627
(3 of 3 banks)			
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh)	20,203	21,112	18,924
Constr. ($)—Res.	42	32	84
—Nonres.	952	678	551
Deposits ($)	287,979	294,116	263,863
(5 of 8 banks)			
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh)	4,644	4,516	5,034
Constr. ($)—Res.	58	630	0
—Nonres.	0	57	0
Deposits ($)	29,212	29,488	25,907
(2 of 2 banks)			
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh)	38,622	39,561	61,523
Constr. ($)—Res.	2,550	3,083	3,158
—Nonres.	1,402	39	456
Deposits ($)	334,957	350,753	313,271
(8 of 8 banks)			
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh)	n.r.	7,753	9,261
Constr. ($)—Res.	96	121	49
—Nonres.	90	0	0
Deposits ($)	79,927	81,651	72,352
(2 of 2 banks)			
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh)	4,832	4,451	4,556
Constr. ($)—Res.	118	257	41
—Nonres.	0	0	95
Deposits ($)	87,085	90,482	81,682
(2 of 3 banks)			
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh)	5,664	5,919	5,750
Constr. ($)—Res.	73	81	1,398
—Nonres.	0	0	0
Deposits ($)	109,399	108,449	98,259
(2 of 3 banks)			
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh)	15,871	12,451	15,857
Constr. ($)—Res.	362	539	321
—Nonres.	132	332	720
Deposits ($)	303,206	304,561	259,781
(5 of 5 banks)			
GREELEY (1980 pop. 53,006)			
Electric Power (kwh)	22,085	22,726	23,422
Constr. ($)—Res.	355	586	952
—Nonres.	23	11	1,875
Deposits ($)	360,446	379,784	347,807
(7 of 8 banks)			
GUNNISON (1980 pop 5,785)			
Electric Power (kwh)	4,310	4,125	4,342
Constr. ($)—Res.	249	17	0
—Nonres.	263	96	0
Deposits ($)	40,170	40,878	37,018
(2 of 2 banks)			
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh)	4,371	4,427	4,527
Constr. ($)—Res.	0	0	25
—Nonres.	0	0	0
Deposits ($)	40,257	41,597	36,692
(2 of 2 banks)			

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LOCAL BUSINESS CONDITIONS—Continued

	January 1981	December 1980	January 1980
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh) . . .	51,743	53,320	52,846
Constr. ($)—Res.	2,200	943	1,315
—Nonres. . . .	280	1,922	1,848
Deposits ($) . . . . (6 of 8 banks)	367,494	374,904	345,362
LAMAR (1980 pop. 7,713)			
Electric Power (kwh) . . .	8,189	7,574	5,461
Constr. ($)—Res.	46	0	12
—Nonres. . . .	11	0	0
Deposits ($) . . . . (2 of 2 banks)	53,873	55,783	43,453
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh) . . .	15,372	16,727	16,560
Constr. ($)—Res.	413	1,193	1,278
—Nonres. . . .	596	1,881	103
Deposits ($) . . . . (3 of 4 banks)	150,371	153,829	147,874
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh) . . .	22,798	22,319	21,300
Constr. ($)—Res.	396	1,863	377
—Nonres. . . .	0	715	468
Deposits ($) . . . . (5 of 5 banks)	150,245	156,349	142,653
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh) . . .	15,970	15,904	16,520
Constr. ($)—Res.	222	390	1,890
—Nonres. . . .	396	80	1,939
Deposits ($) . . . . (4 of 4 banks)	112,404	115,530	111,257
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh) . . .	1,604	1,577	1,490
Deposits ($) . . . . (1 of 1 bank)	11,402	11,364	9,419
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	83	284	97
—Nonres. . . .	0	0	1,329
Deposits ($) . . . . (2 of 3 banks)	79,194	80,843	72,407
NORTHGLENN (1980 pop. 29,847)			
Electric Power (kwh) . . .	10,779	11,272	10,417
Constr. ($)—Res.	446	721	0
—Nonres. . . .	0	0	157
Deposits ($) . . . . (2 of 2 banks)	51,164	49,146	50,607
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh) . . .	55,029	54,903	57,595
Constr. ($)—Res.	243	253	463
—Nonres. . . .	8	0	74
Deposits ($) . . . . (8 of 10 banks)	315,570	327,166	306,563
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh) . . .	5,951	5,598	5,956
Constr. ($) —Res.	0	171	0
—Nonres. . . .	0	0	0
Deposits ($) . . . . (2 of 2 banks)	17,087	17,717	15,392
SALIDA (1980 pop. 4,870)			
Electric Power (kwh) . . .	1,828	1,823	1,781
Constr. ($)—Res.	0	37	58
—Nonres. . . .	0	27	0
Deposits ($) . . . . (2 of 2 banks)	35,605	35,860	31,424
STERLING (1980 pop. 11,385)			
Electric Power (kwh) . . .	6,684	6,248	5,576
Constr. ($)—Res.	72	29	72
—Nonres. . . .	1,871	0	0
Deposits ($) . . . . (3 of 3 banks)	116,013	125,432	111,178
THORNTON (1980 pop. 40,343)			
Electric Power (kwh) . . .	15,838	16,459	16,772
Constr. ($)—Res.	705	921	788
—Nonres. . . .	0	0	0
Deposits ($) . . . . (1 of 1 bank)	18,862	21,048	20,459
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh) . . .	3,452	2,983	3,104
Constr. ($)—Res.	144	134	0
—Nonres. . . .	0	0	0
Deposits ($) . . . . (2 of 2 banks)	43,298	44,139	41,573
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh) . . .	1,422	1,219	1,430
Constr. ($)—Res.	0	0	90
—Nonres. . . .	0	0	12
Deposits ($) . . . . (1 of 1 bank)	17,876	18,194	17,869
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh) . . .	19,576	19,065	19,054
Constr. ($)—Res.	n.r.	2,660	2,200
—Nonres. . . .	n.r.	4,151	455
Deposits ($) . . . . (2 of 2 banks)	75,258	76,139	67,221
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh) . . .	22,542	24,738	22,320
Constr. ($)—Res.	117	156	46
—Nonres. . . .	108	138	62
Deposits ($) . . . . (2 of 2 banks)	55,745	56,584	51,468

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.
T&S—Time and Savings Deposits.
Construction figures are valuation of new residential and nonresidential construction only.
n.r.—not reported
*—preliminary data
r—revised data

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COLORADO BUSINESS REVIEW

BUSINESS RESEARCH DIVISION • GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF COLORADO

VOLUME LIV, NO. 6 **Entered as second-class matter at Boulder, Colorado 80302** **JUNE 1981**

ABBREVIATED LOOK FOR SUMMER

During the months of June, July, and August the *Colorado Business Review* will contain only the Colorado Business Indicators and Local Business Conditions. With the September issue the *Review* will return to the usual format.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	February 1981	January 1981	February 1980	Percent Change February 1981 from January 1981	Percent Change February 1981 from February 1980
Total Civilian Labor Force (by place of residence)[a]	1,447.9	1,435.3	1,411.8	0.9	2.6
Unemployment	58.3	57.9	46.5	0.7	25.4
Unemployment Rate (percent)	4.0	4.0	3.3	—	—
Employment	1,389.6	1,377.4	1,365.3	0.9	1.8
Nonagricultural Wage and Salary	1,257.6	1,251.2	1,234.1	0.5	1.9
Agricultural	23.3	19.9	23.6	17.1	− 1.3
Self-employed, unpaid family, and domestics	108.7	106.3	107.6	2.3	1.0
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,256.6	1,249.3	1,233.1	0.6	1.9
Mining	35.7	35.4	33.1	0.9	7.9
Metallic Minerals	11.5	11.5	11.0	0.0	4.6
Bituminous Coal, Lignite, and Nonmetallic	5.7	5.8	5.9	− 1.7	− 3.4
Oil and Gas Extraction	18.4	18.1	16.1	1.7	14.3
Contract Construction	71.8	73.3	72.1	− 2.0	− 0.4
Manufacturing	181.8	181.5	180.2	0.2	0.9
Lumber, Wood Products, and Furniture	7.4	7.5	7.3	− 1.3	1.4
Stone, Clay, Glass, and Concrete Products	10.9	11.0	10.9	− 0.9	0.0
Primary and Fabricated Metals	19.9	19.6	20.1	1.5	− 1.0
Machinery, Except Electrical	25.9	25.7	25.3	0.8	2.4
Electric and Electronic Equipment	15.0	15.1	15.3	− 0.7	− 2.0
Transportation Equipment	13.0	12.9	11.0	0.8	18.2
Other Durable Goods	25.7	25.8	26.6	− 0.4	− 3.4
Food and Kindred Products	24.4	24.6	23.9	− 0.8	2.1
Textiles and Apparel	3.6	3.6	3.5	0.0	2.9
Paper and Allied Products	2.2	2.2	2.2	0.0	0.0
Printing and Publishing	16.2	16.1	16.1	0.6	0.6
Chemicals and Allied Products	6.5	6.5	6.2	0.0	4.8
Other Nondurable Goods	11.0	11.0	11.9	0.0	− 7.6
Finance, Insurance, and Real Estate	77.5	77.6	75.7	− 0.1	2.4
Banking	19.7	19.5	19.3	1.0	2.1
Credit Agencies Other than Banks	12.6	12.8	12.0	− 1.6	5.0
Insurance Carriers, Agents, and Brokers	19.8	19.9	19.2	− 0.5	3.1
Real Estate and Combination Offices	20.1	20.1	20.6	0.0	− 2.4
Other Finance, Insurance, and Real Estate	5.3	5.2	4.6	1.9	15.2
Transportation and Public Utilities	80.9	80.6	78.0	0.4	3.7
Railroad Transportation	7.6	7.5	7.4	1.3	2.7
Trucking and Warehousing	16.5	16.5	16.4	0.0	0.6
Air Transportation	13.7	13.7	13.4	0.0	2.2
Other Transportation	6.4	6.4	5.9	0.0	8.5
Communications, Electric, Gas, and Sanitary Services	36.7	36.5	34.8	0.6	5.5
Trade	304.9	306.4	299.7	− 0.5	1.7
Wholesale Trade	76.3	75.8	74.3	0.7	2.7
Retail Trade	228.6	230.6	225.5	− 0.9	1.4
Services	257.9	256.7	248.2	0.5	3.9
Lodging and Combination Lodging/Eating Places	24.0	23.9	22.3	0.4	7.6
Personal Services	13.2	13.1	13.0	0.8	1.5
Business Services	46.0	45.9	44.8	0.2	2.7
Auto and Miscellaneous Repair Services	14.3	14.1	13.6	1.4	5.2
Amusements and Recreation	16.6	16.2	16.4	2.5	1.2
Health Services	65.8	66.0	62.8	− 0.3	4.8
Educational Services	9.6	9.5	9.8	1.1	− 2.0
Membership Organizations	20.6	20.6	20.8	0.0	− 1.0
Other Services	47.7	47.4	44.7	0.6	6.7
Government	246.1	237.9	246.1	3.5	0.0
Federal	51.0	50.9	50.4	0.2	1.2
State	60.5	54.7	60.9	10.6	− 0.7
Local	134.6	132.2	134.7	1.8	− 0.1

	February 1981	January 1981	February 1980	Percent Change February 1981 from January 1981	Percent Change February 1981 from February 1980
Average Weekly Hours					
Construction	35.7	36.9	36.8	− 3.3	− 3.0
Manufacturing	39.4	39.7	40.0	− 0.8	− 1.5
Nondurable Goods	38.8	39.3	39.7	− 1.3	− 2.3
Durable Goods	39.8	39.9	40.2	− 0.3	− 1.0
Average Weekly Earnings ($)					
Construction	392.34	401.84	375.36	− 2.4	4.5
Manufacturing	312.84	313.63	296.00	− 0.3	5.7
Nondurable Goods	295.27	297.11	286.24	− 0.6	3.2
Durable Goods	323.97	323.59	301.90	0.1	7.3
Initial Unemployment Claims (000)	14.8	20.1	12.6	−26.4	17.5
Bankruptcies, All Types (number)	515	432	428	19.2	20.3
Total State Revenue ($000)	284,324	307,730	307,483	− 7.6	− 7.5
Total State Expenditures ($000)	285,023	267,705	288,934	6.5	− 1.4
Crude Oil Production (thous. bbls.)	2,250	2,506	2,356r	−10.2	− 4.5
Dry Gas Production (mil. cu. ft.)	13,466	14,193	12,668r	− 5.1	6.3
Coal Production (thous. tons)	1,475.5	1,369.1	1,503.4r	7.8	− 1.9
New Oil and Gas Wells (number)	151	176	87	−14.2	73.6
Natural Gas Used (bil. cu. ft.)	22.0	24.4	27.2	− 9.8	−19.1
Electrical Power Sales (mil. kwh)					
Residential	540.1	559.7	565.3	− 3.5	− 4.5
Nonresidential	991.0	933.1	968.3	6.2	2.3
New Construction, 50 cities					
Residential Permits (number)	749*	660	887	13.5	−15.6
Residential Value ($000)	36,803*	34,419	42,447	6.9	−13.3
Nonresidential Permits (number)	75*	96	117	−21.9	−35.9
Nonresidential Value ($000)	51,323*	81,607	43,623	−37.1	17.1
Highway Contractor Payments ($000)	3,744	4,024	5,413	− 7.0	−30.8
Ordinary Life Insurance Sales ($000)	527,553	501,600	431,213	5.2	22.3
Bank Deposits, 118 cities, 248 of 323 banks					
Total Deposits ($000,000)	11,892*	11,835	11,059	0.5	7.5
Savings and Loan Net New Savings ($000)	38,800	64,800	33,500r	−40.1	15.8
National Park Visits—9 areas (000)	135.4	142.3	124.4	− 4.8	8.8
Motor Vehicle Title Applications (000)	73.7	90.1	89.3	−18.2	−17.5
Highway Vehicle Traffic Counts at Border Stations (daily average)	27,754	28,336	25,586	− 2.1	8.5
Air Passengers, Stapleton (000)[b]	1,548	1,687	1,635	− 8.2	− 5.3
Air Freight and Air Express, Stapleton (thous. lbs.)	20,282	22,431	20,342	− 9.6	− 0.3
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	61.70	63.40	67.00	− 2.7	− 7.9
Lambs (per cwt)	55.00	52.10	62.30	5.6	−11.7
Wheat (per bu.)	3.77	3.90	3.52	− 3.3	7.1
Corn (per bu.)	3.22	3.24	2.40	− 0.6	34.2
Potatoes (per cwt)	7.10	8.60	2.80	−17.4	153.6
Wool (per lb.)	.99	.98	.95	1.0	4.2

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Marketing and Research Association, Inc.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	February 1981	January 1981	February 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh) . . .	3,283	3,760	3,329
Constr. ($)—Res.	0	0	0
—Nonres. . . .	0	0	0
Deposits ($)	42,876	43,407	39,828
(2 of 2 banks)			
ARVADA (1980 pop. 84,576)			
Electric Power (kwh) . . .	26,356	27,416	26,648
Constr. ($)—Res.	2,768	478	732
—Nonres. . . .	0	0	40
Deposits ($)	70,247	69,150	70,548
(3 of 6 banks)			
ASPEN (1980 pop. 3,678)			
Electric Power (kwh) . . .	3,940	4,260	6,717
Constr. ($)—Res.	n.r.	175	0
—Nonres. . . .	n.r.	0	27
Deposits ($)	40,463	41,548	38,874
(1 of 3 banks)			
AURORA (1980 pop. 158,588)			
Electric Power (kwh) . . .	82,641	76,905	76,384
Constr. ($)—Res.	7,201	6,859	10,150
—Nonres. . . .	7,398	5,573	2,556
Deposits ($)	118,802	113,821	100,523
(4 of 10 banks)			
BOULDER (1980 pop. 76,685)			
Electric Power (kwh) . . .	50,044	45,991	50,582
Constr. ($)—Res.	452	2,180	3,219
—Nonres. . . .	90	770	342
Deposits ($)	407,841	393,759	386,239
(7 of 8 banks)			
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh) . . .	4,471	4,636	4,346
Constr. ($)—Res.	0	38	153
—Nonres. . . .	82	287	0
Deposits ($)	48,856	45,974	45,905
(2 of 2 banks)			
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh) . . .	9,741	9,887	9,472
Constr. ($)—Res.	84	1,070	1,199
—Nonres. . . .	67	0	0
Deposits ($)	41,468	40,440	38,310
(2 of 2 banks)			
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh) . . .	2,077	2,113	2,345
Deposits ($)	48,411	48,655	49,218
(2 of 2 banks)			
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh) . . .	22,941	25,968	21,812
Constr. ($)—Res.	198	97	276
—Nonres. . . .	0	20	0
Deposits ($)	84,018	83,729	74,574
(3 of 3 banks)			
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh) . . .	144,778	156,581	145,804
Constr. ($)—Res.	8,096	6,202	6,255
—Nonres. . . .	6,207	4,689	4,690
Deposits ($)	784,746	765,979	740,240
(15 of 18 banks)			
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh) . . .	19,818	19,797	26,053
Constr. ($)—Res.	41	276	43
—Nonres. . . .	0	0	0
Deposits ($)	23,853	24,148	23,955
(1 of 1 bank)			
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh) . . .	3,852	4,028	3,937
Constr. ($)—Res.	70	160	392
—Nonres. . . .	180	0	0
Deposits ($)	48,789	48,880	46,182
(2 of 3 banks)			
CRAIG (1980 pop. 8,133)			
Electric Power (kwh) . . .	6,034	6,732	6,394
Constr. ($)—Res.	199	39	105
—Nonres. . . .	0	208	0
Deposits ($)	64,498	60,087	52,330
(2 of 2 banks)			
DENVER (1980 pop. 491,396)			
Electric Power (kwh) . . .	314,857	307,858	297,649
Constr. ($)—Res.	5,157	7,688	2,951
—Nonres. . . .	19,719	60,458	25,241
Deposits ($)	5,371,011*	5,372,839	4,953,332
(31 of 35 banks)			
DURANGO (1980 pop. 11,426)			
Electric Power (kwh) . . .	6,792	6,198	6,548
Constr. ($)—Res.	84	59	0
—Nonres. . . .	7	0	0
Deposits ($)	98,361	96,408	89,434
(3 of 3 banks)			
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh) . . .	17,884	20,203	19,666
Constr. ($)—Res.	211	42	108
—Nonres. . . .	311	952	685
Deposits ($)	288,703	287,979	276,749
(5 of 8 banks)			
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh) . . .	5,009	4,644	5,334
Constr. ($)—Res.	237	58	0
—Nonres. . . .	0	0	17
Deposits ($)	28,766	29,212	25,977
(2 of 2 banks)			
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh) . . .	37,625	38,622	37,738
Constr. ($)—Res.	2,359	2,550	3,803
—Nonres. . . .	0	1,402	1,312
Deposits ($)	344,478	334,957	315,574
(8 of 8 banks)			
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh) . . .	n.r.	n.r.	9,311
Constr. ($)—Res.	100	96	27
—Nonres. . . .	0	90	0
Deposits ($)	80,870	79,927	74,091
(2 of 2 banks)			
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh) . . .	5,046	4,832	4,431
Constr. ($)—Res.	0	118	421
—Nonres. . . .	0	0	0
Deposits ($)	86,411	87,085	83,902
(2 of 3 banks)			
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh) . . .	5,824	5,664	5,584
Constr. ($)—Res.	0	73	535
—Nonres. . . .	11,266	0	0
Deposits ($)	108,679	109,399	97,972
(2 of 3 banks)			
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh) . . .	17,209	15,871	15,784
Constr. ($)—Res.	728	362	959
—Nonres. . . .	0	132	88
Deposits ($)	299,007	303,206	268,681
(5 of 5 banks)			
GREELEY (1980 pop. 53,006)			
Electric Power (kwh) . . .	21,343	22,085	25,459
Constr. ($)—Res.	118	355	496
—Nonres. . . .	190	23	198
Deposits ($)	363,585	360,446	350,597
(7 of 8 banks)			
GUNNISON (1980 pop 5,785)			
Electric Power (kwh) . . .	3,908	4,310	4,174
Constr. ($)—Res.	0	249	0
—Nonres. . . .	0	263	0
Deposits ($)	39,479	40,170	36,514
(2 of 2 banks)			
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh) . . .	4,255	4,371	4,273
Constr. ($)—Res.	24	0	0
—Nonres. . . .	0	0	102
Deposits ($)	39,449	40,257	37,673
(2 of 2 banks)			

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LOCAL BUSINESS CONDITIONS—Continued

	February 1981	January 1981	February 1980
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh) ...	54,436	51,743	50,003
Constr. ($)—Res.	2,363	2,200	1,973
—Nonres. ...	2,087	280	6,992
Deposits ($)	360,829	367,494	342,063
(6 of 8 banks)			
LAMAR (1980 pop. 7,713)			
Electric Power (kwh) ...	7,517	8,189	8,513
Constr. ($)—Res.	70	46	27
—Nonres. ...	0	11	15
Deposits ($)	55,361	53,873	44,049
(2 of 2 banks)			
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh) ...	15,810	15,372	16,215
Constr. ($)—Res.	1,393	413	994
—Nonres. ...	0	596	4
Deposits ($)	95,849*	150,371	148,827
(3 of 4 banks)			
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh) ...	20,532	22,798	25,539
Constr. ($)—Res.	238	396	1,033
—Nonres. ...	0	0	233
Deposits ($)	152,132	150,245	144,906
(5 of 5 banks)			
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh) ...	16,014	15,970	20,290
Constr. ($)—Res.	300	222	1,766
—Nonres. ...	0	396	100
Deposits ($)	112,081	112,404	111,434
(4 of 4 banks)			
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh) ...	1,470	1,604	1,450
Deposits ($)	9,870	11,402	9,450
(1 of 1 bank)			
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	133	83	190
—Nonres. ...	605	0	55
Deposits ($)	87,041	79,194	76,639
(2 of 3 banks)			
NORTHGLENN (1980 pop. 29,847)			
Electric Power (kwh) ...	10,375	10,779	10,359
Constr. ($)—Res.	0	446	0
—Nonres. ...	0	0	0
Deposits ($)	52,116	51,164	51,207
(2 of 2 banks)			
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh) ...	52,203	55,029	52,302
Constr. ($)—Res.	275	243	493
—Nonres. ...	72	8	271
Deposits ($)	326,266	315,570	306,748
(8 of 10 banks)			
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh) ...	5,416	5,951	5,599
Constr. ($)—Res.	108	0	0
—Nonres. ...	55	0	75
Deposits ($)	16,858	17,087	15,998
(2 of 2 banks)			
SALIDA (1980 pop. 4,870)			
Electric Power (kwh) ...	1,669	1,828	1,734
Constr. ($)—Res.	63	0	99
—Nonres. ...	0	0	78
Deposits ($)	35,749	35,605	31,192
(2 of 2 banks)			
STERLING (1980 pop. 11,385)			
Electric Power (kwh) ...	5,587	6,684	5,646
Constr. ($)—Res.	32	72	82
—Nonres. ...	0	1,871	0
Deposits ($)	119,671	116,013	110,382
(3 of 3 banks)			
THORNTON (1980 pop. 40,343)			
Electric Power (kwh) ...	16,396	15,838	16,560
Constr. ($)—Res.	458	705	1,647
—Nonres. ...	1,160	0	0
Deposits ($)	19,984	18,862	19,977
(1 of 1 bank)			
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh) ...	3,336	3,452	3,159
Constr. ($)—Res.	253	144	121
—Nonres. ...	0	0	0
Deposits ($)	45,081	43,298	41,967
(2 of 2 banks)			
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh) ...	1,231	1,422	1,409
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
Deposits ($)	18,344	17,876	17,552
(1 of 1 bank)			
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh) ...	18,768	19,576	18,756
Constr. ($)—Res.	2,400	n.r.	1,826
—Nonres. ...	208	n.r.	29
Deposits ($)	77,716	75,258	68,885
(2 of 2 banks)			
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh) ...	22,346	22,542	21,915
Constr. ($)—Res.	0	117	44
—Nonres. ...	1,262	108	351
Deposits ($)	59,766	55,745	53,241
(2 of 2 banks)			

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.

Construction figures are valuation of new residential and nonresidential construction only.

Deposit figures are total deposits in commercial banks as of last day of month.

n.r.—not reported

*—preliminary data

r—revised data

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COLORADO BUSINESS REVIEW

BUSINESS RESEARCH DIVISION • GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF COLORADO

VOLUME LIV, NO. 7 Entered as second-class matter at Boulder, Colorado 80302 JULY 1981

ABBREVIATED LOOK FOR SUMMER

During the months of June, July, and August the *Colorado Business Review* will contain only the Colorado Business Indicators and Local Business Conditions. With the September issue the *Review* will return to the usual format.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	March 1981	February 1981	March 1980	Percent Change March 1981 from February 1981	Percent Change March 1981 from March 1980
Total Civilian Labor Force (by place of residence)[a]	1,452.3	1,447.9	1,424.2	0.3	2.0
Unemployment	55.5	58.3	46.7	– 4.8	18.8
Unemployment Rate (percent)	3.8	4.0	3.3	—	—
Employment	1,396.8	1,389.6	1,377.5	0.5	1.4
Nonagricultural Wage and Salary	1,261.1	1,257.6	1,241.7	0.3	1.6
Agricultural	26.7	23.3	27.1	14.6	– 1.5
Self-employed, unpaid family, and domestics	109.0	108.7	108.7	0.3	0.3
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,260.2	1,256.6	1,240.8	0.3	1.6
Mining	35.8	35.7	33.0	0.3	8.5
Metallic Minerals	11.5	11.5	10.8	0.0	6.5
Bituminous Coal, Lignite, and Nonmetallic	5.7	5.7	5.9	0.0	– 3.4
Oil and Gas Extraction	18.7	18.4	16.4	1.6	14.0
Contract Construction	71.8	71.8	73.9	0.0	– 2.8
Manufacturing	181.4	181.8	180.6	– 0.2	0.4
Lumber, Wood Products, and Furniture	7.4	7.4	7.2	0.0	2.8
Stone, Clay, Glass, and Concrete Products	11.0	10.9	11.2	0.9	– 1.8
Primary and Fabricated Metals	19.6	19.9	20.2	– 1.5	– 3.0
Machinery, Except Electrical	26.0	25.9	25.6	0.4	1.6
Electric and Electronic Equipment	15.0	15.0	15.4	0.0	– 2.6
Transportation Equipment	13.2	13.0	11.1	1.5	18.9
Other Durable Goods	25.9	25.7	26.3	0.8	– 1.5
Food and Kindred Products	23.9	24.4	23.8	– 2.0	0.4
Textiles and Apparel	3.6	3.6	3.5	0.0	2.9
Paper and Allied Products	2.2	2.2	2.2	0.0	0.0
Printing and Publishing	16.2	16.2	16.0	0.0	1.3
Chemicals and Allied Products	6.6	6.5	6.2	1.5	6.5
Other Nondurable Goods	10.8	11.0	11.9	– 1.8	– 9.2
Finance, Insurance, and Real Estate	77.9	77.5	76.0	0.5	2.5
Banking	19.8	19.7	19.3	0.5	2.6
Credit Agencies Other than Banks	12.7	12.6	12.0	0.8	5.8
Insurance Carriers, Agents, and Brokers	19.9	19.8	19.3	0.5	3.1
Real Estate and Combination Offices	20.2	20.1	20.7	0.5	– 2.4
Other Finance, Insurance, and Real Estate	5.4	5.3	4.7	1.9	14.9
Transportation and Public Utilities	81.1	80.9	78.5	0.3	3.3
Railroad Transportation	7.5	7.6	7.5	– 1.3	0.0
Trucking and Warehousing	16.6	16.5	16.5	0.6	0.6
Air Transportation	13.7	13.7	13.4	0.0	2.2
Other Transportation	6.5	6.4	5.9	1.6	10.2
Communications, Electric, Gas, and Sanitary Services	36.9	36.7	35.2	0.5	4.8
Trade	305.6	304.9	300.7	0.2	1.6
Wholesale Trade	76.4	76.3	74.5	0.1	2.6
Retail Trade	229.2	228.6	226.2	0.3	1.3
Services	259.5	257.9	250.1	0.6	3.8
Lodging and Combination Lodging/Eating Places	24.0	24.0	22.5	0.0	6.7
Personal Services	13.3	13.2	13.1	0.8	1.5
Business Services	46.3	46.0	44.7	0.7	3.6
Auto and Miscellaneous Repair Services	14.3	14.3	13.5	0.0	5.9
Amusements and Recreation	17.4	16.6	17.2	4.8	1.2
Health Services	65.9	65.8	63.0	0.2	4.6
Educational Services	9.5	9.6	9.8	– 1.0	– 3.1
Membership Organizations	20.6	20.6	20.9	0.0	– 1.4
Other Services	48.2	47.7	45.4	1.1	6.2
Government	247.1	246.1	247.8	0.4	– 0.3
Federal	50.9	51.0	51.4	– 0.2	– 1.0
State	61.1	60.5	60.8	1.0	0.5
Local	135.2	134.6	135.6	0.5	– 0.3

	March 1981	February 1981	March 1980	Percent Change March 1981 from February 1981	Percent Change March 1981 from March 1980
Average Weekly Hours					
Construction	36.7	35.7	37.0	2.8	− 0.8
Manufacturing	39.6	39.4	40.3	0.5	− 1.7
Nondurable Goods	38.8	38.8	39.6	0.0	− 2.0
Durable Goods	40.1	39.8	40.7	0.8	− 1.5
Average Weekly Earnings ($)					
Construction	405.53	392.34	380.36	3.4	6.6
Manufacturing	317.59	312.84	298.62	1.5	6.4
Nondurable Goods	298.37	295.27	289.08	1.1	3.2
Durable Goods	329.62	323.97	304.44	1.7	8.3
Initial Unemployment Claims (000)	13.8	14.8	12.9	− 6.8	7.0
Bankruptcies, All Types (number)	591	515	447	14.8	32.2
Total State Revenue ($000)	260,208	284,324	194,984	− 8.5	33.5
Total State Expenditures ($000)	154,247	285,023	205,155	−45.9	−24.8
Crude Oil Production (thous. bbls.)	2,455	2,250	2,458r	9.1	− 0.1
Dry Gas Production (mil. cu. ft.)	12,805	13,466	13,296r	− 4.9	− 3.7
Coal Production (thous. tons)	1,583.6	1,475.5	1,065.0r	7.3	48.7
New Oil and Gas Wells (number)	172	151	129	13.9	33.3
Natural Gas Used (bil. cu. ft.)	21.0	22.0	27.3	− 4.5	−23.1
Electrical Power Sales (mil. kwh)					
Residential	528.0	540.1	546.8	− 2.2	− 3.4
Nonresidential	939.6	991.0	1,042.0	− 5.2	− 9.8
New Construction, 50 cities					
Residential Permits (number)	932*	749*	830	24.4	12.2
Residential Value ($000)	50,758*	36,803*	35,287	37.9	43.8
Nonresidential Permits (number)	122*	75*	106	62.7	15.1
Nonresidential Value ($000)	49,759*	51,323*	26,069	− 3.0	90.9
Highway Contractor Payments ($000)	4,957	3,744	8,315	32.4	−40.4
Ordinary Life Insurance Sales ($000)	666,977	527,553	513,954r	26.4	29.8
Bank Deposits, 118 cities, 248 of 323 banks					
Total Deposits ($000,000)	12,118*	11,892*	11,249	1.9	7.7
Savings and Loan Net New Savings ($000)	51,700	38,800	75,600r	33.3	−31.6
National Park Visits—9 areas (000)	172.9	135.4	127.6	27.7	35.5
Motor Vehicle Title Applications (000)	84.8	73.7	87.7	15.1	− 3.3
Highway Vehicle Traffic Counts at Border Stations (daily average)	30,463	27,754	29,119	9.8	4.6
Air Passengers, Stapleton (000)[b]	1,869	1,548	1,955	20.7	− 4.4
Air Freight and Air Express, Stapleton (thous. lbs.)	22,377	20,282	19,658	10.3	13.8
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	59.60	61.00r	65.40	− 2.3	− 8.9
Lambs (per cwt)	56.70	52.00r	66.50	9.0	−14.7
Wheat (per bu.)	3.71	4.03r	3.32	− 7.9	11.8
Corn (per bu.)	3.21	3.11r	2.37	3.2	35.4
Potatoes (per cwt)	7.15	7.10	2.70	0.7	164.8
Wool (per lb.)	1.00	.99	1.01r	1.0	− 1.0

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Marketing and Research Association, Inc.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	March 1981	February 1981	March 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh) . . .	3,047	3,283	3,233
Constr. ($)—Res.	0	0	171
—Nonres. . . .	45	0	0
Deposits ($)	43,684	42,876	41,067
(2 of 2 banks)			
ARVADA (1980 pop. 84,576)			
Electric Power (kwh) . . .	26,740	26,356	27,195
Constr. ($)—Res.	2,377	2,768	473
—Nonres. . . .	0	0	921
Deposits ($)	74,229	70,247	74,759
(3 of 6 banks)			
ASPEN (1980 pop. 3,678)			
Electric Power (kwh) . . .	3,822	3,940	6,236
Constr. ($)—Res.	0	n.r.	0
—Nonres. . . .	0	n.r.	0
Deposits ($)	41,302	40,463	40,829
(1 of 3 banks)			
AURORA (1980 pop. 158,588)			
Electric Power (kwh) . . .	72,278	82,641	79,506
Constr. ($)—Res.	8,591	7,201	5,951
—Nonres. . . .	4,333	7,398	696
Deposits ($)	128,532	118,802	103,273
(4 of 10 banks)			
BOULDER (1980 pop. 76,685)			
Electric Power (kwh) . . .	48,615	50,044	49,500
Constr. ($)—Res.	2,158	452	887
—Nonres. . . .	3,199	90	1,603
Deposits ($)	399,406	407,841	382,120
(7 of 8 banks)			
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh) . . .	4,544	4,471	4,345
Constr. ($)—Res.	261	0	183
—Nonres. . . .	22	82	0
Deposits ($)	15,917*	48,856	45,863
(2 of 2 banks)			
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh) . . .	9,565	9,741	9,456
Constr. ($)—Res.	n.r.	84	885
—Nonres. . . .	n.r.	67	0
Deposits ($)	45,217	41,468	39,648
(2 of 2 banks)			
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh) . . .	2,018	2,077	2,165
Deposits ($)	48,430	48,411	47,513
(2 of 2 banks)			
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh) . . .	22,677	22,941	20,664
Constr. ($)—Res.	295	198	273
—Nonres. . . .	18	0	25
Deposits ($)	85,721	84,018	77,242
(3 of 3 banks)			
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh) . . .	156,000	144,778	151,511
Constr. ($)—Res.[b]	9,948	8,096	6,013
—Nonres. . . .	8,027	6,207	6,254
Deposits ($)	770,615*	784,746	738,863
(15 of 18 banks)			
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh) . . .	20,636	19,818	23,345
Constr. ($)—Res.	32	41	337
—Nonres. . . .	349	0	0
Deposits ($)	26,387	23,853	23,501
(1 of 1 bank)			
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh) . . .	3,633	3,852	3,422
Constr. ($)—Res.	173	70	177
—Nonres. . . .	68	180	35
Deposits ($)	48,093	48,789	46,615
(2 of 3 banks)			
CRAIG (1980 pop. 8,133)			
Electric Power (kwh) . . .	6,238	6,034	5,985
Constr. ($)—Res.	232	199	58
—Nonres. . . .	34	0	0
Deposits ($)	68,327	64,498	52,562
(2 of 2 banks)			
DENVER (1980 pop. 491,396)			
Electric Power (kwh) . . .	308,811	314,857	315,085
Constr. ($)—Res.	7,705	5,157	5,804
—Nonres. . . .	24,254	19,719	7,771
Deposits ($)	5,526,574*	5,371,011*	5,085,890
(31 of 35 banks)			
DURANGO (1980 pop. 11,426)			
Electric Power (kwh) . . .	6,114	6,792	6,866
Constr. ($)—Res.	390	84	0
—Nonres. . . .	10	7	0
Deposits ($)	99,782	98,361	91,651
(3 of 3 banks)			
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh) . . .	18,742	17,884	19,180
Constr. ($)—Res.	556	211	60
—Nonres. . . .	23	311	34
Deposits ($)	300,653	288,703	283,463
(5 of 8 banks)			
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh) . . .	4,179	5,009	4,463
Constr. ($)—Res.	327	237	223
—Nonres. . . .	0	0	29
Deposits ($)	29,969	28,766	26,672
(2 of 2 banks)			
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh) . . .	38,565	37,625	35,741
Constr. ($)—Res.	2,987	2,359	2,656
—Nonres. . . .	161	0	2,673
Deposits ($)	349,304	344,478	313,568
(8 of 8 banks)			
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh) . . .	n.r.	n.r.	7,534
Constr. ($)—Res.	295	100	365
—Nonres. . . .	73	0	0
Deposits ($)	81,385	80,870	74,544
(2 of 2 banks)			
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh) . . .	4,335	5,046	4,356
Constr. ($)—Res.	281	0	136
—Nonres. . . .	533	0	0
Deposits ($)	90,211	86,411	85,273
(2 of 3 banks)			
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh) . . .	5,618	5,824	6,060
Constr. ($)—Res.	123	0	1,186
—Nonres. . . .	0	11,266	0
Deposits ($)	110,466	108,679	99,987
(2 of 3 banks)			
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh) . . .	16,071	17,209	15,486
Constr. ($)—Res.	1,767	728	366
—Nonres. . . .	2,199	0	481
Deposits ($)	316,691	299,007	278,995
(5 of 5 banks)			
GREELEY (1980 pop. 53,006)			
Electric Power (kwh) . . .	22,439	21,343	20,668
Constr. ($)—Res.	1,244	118	942
—Nonres. . . .	283	190	966
Deposits ($)	357,068	363,585	333,464
(7 of 8 banks)			
GUNNISON (1980 pop 5,785)			
Electric Power (kwh) . . .	3,908	3,908	4,064
Constr. ($)—Res.	174	0	0
—Nonres. . . .	0	0	9
Deposits ($)	40,550	39,479	37,347
(2 of 2 banks)			
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh) . . .	4,732	4,255	4,478
Constr. ($)—Res.	23	24	0
—Nonres. . . .	0	0	0
Deposits ($)	40,823	39,449	36,652
(2 of 2 banks)			

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LOCAL BUSINESS CONDITIONS—Continue

	March 1981	February 1981	March 1980
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh) ...	47,892	54,436	50,874
Constr. ($)—Res.	3,611	2,363	1,032
—Nonres. ...	80	2,087	2,863
Deposits ($)	374,806	360,829	345,333
(6 of 8 banks)			
LAMAR (1980 pop. 7,713)			
Electric Power (kwh) ...	7,344	7,517	5,171
Constr. ($)—Res.	53	70	45
—Nonres. ...	23	0	0
Deposits ($)	54,340	55,361	44,018
(2 of 2 banks)			
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh) ...	16,674	15,810	18,120
Constr. ($)—Res.	1,564	1,393	1,005
—Nonres. ...	9	0	5
Deposits ($)	95,317*	95,849*	149,689
(3 of 4 banks)			
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh) ...	19,446	20,532	20,125
Constr. ($)—Res.	569	238	1,146
—Nonres. ...	0	0	0
Deposits ($)	157,444	152,132	146,596
(5 of 5 banks)			
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh) ...	16,578	16,014	17,241
Constr. ($)—Res.	570	300	342
—Nonres. ...	0	0	0
Deposits ($)	116,161	112,081	113,745
(4 of 4 banks)			
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh) ...	1,390	1,470	1,512
Deposits ($)	10,979	9,870	9,473
(1 of 1 bank)			
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	65	133	275
—Nonres. ...	0	605	0
Deposits ($)	86,003	87,041	74,684
(2 of 3 banks)			
NORTHGLENN (1980 pop. 29,847)			
Electric Power (kwh) ...	10,281	10,375	10,762
Constr. ($)—Res.	308	0	0
—Nonres. ...	3,139	0	0
Deposits ($)	56,441	52,116	55,232
(2 of 2 banks)			
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh) ...	48,574	52,203	47,429
Constr. ($)—Res.	797	275	194
—Nonres. ...	435	72	1,442
Deposits ($)	324,387	326,266	318,275
(8 of 10 banks)			
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh) ...	4,996	5,416	5,148
Constr. ($)—Res.	0	108	52
—Nonres. ...	14	55	83
Deposits ($)	16,243	16,858	16,233
(2 of 2 banks)			

	March 1981	February 1981	March 1980
SALIDA (1980 pop. 4,870)			
Electric Power (kwh) ...	1,773	1,669	1,730
Constr. ($)—Res.	37	63	35
—Nonres. ...	0	0	0
Deposits ($)	36,106	35,749	34,252
(2 of 2 banks)			
STERLING (1980 pop. 11,385)			
Electric Power (kwh) ...	5,966	5,587	5,747
Constr. ($)—Res.	94	32	115
—Nonres. ...	28	0	54
Deposits ($)	123,518	119,671	111,191
(3 of 3 banks)			
THORNTON (1980 pop. 40,343)			
Electric Power (kwh) ...	15,485	16,396	16,544
Constr. ($)—Res.	n.r.	458	1,691
—Nonres. ...	n.r.	1,160	0
Deposits ($)	20,405	19,984	22,139
(1 of 1 bank)			
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh) ...	2,647	3,336	2,860
Constr. ($)—Res.	37	253	239
—Nonres. ...	0	0	30
Deposits ($)	46,985	45,081	41,371
(2 of 2 banks)			
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh) ...	1,192	1,231	1,276
Constr. ($)—Res.	0	0	65
—Nonres. ...	42	0	0
Deposits ($)	18,523	18,344	17,704
(1 of 1 bank)			
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh) ...	19,292	18,768	19,283
Constr. ($)—Res.	2,213	2,400	1,355
—Nonres. ...	1,658	208	56
Deposits ($)	79,094	77,716	67,183
(2 of 2 banks)			
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh) ...	22,574	22,346	23,470
Constr. ($)—Res.	199	0	32
—Nonres. ...	0	1,262	0
Deposits ($)	62,173	59,766	55,267
(2 of 2 banks)			

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.

Construction figures are valuation of new residential and nonresidential construction only.

Deposit figures are total deposits in commercial banks as of last day of month.

n.r.—not reported

*—preliminary data

r—revised data

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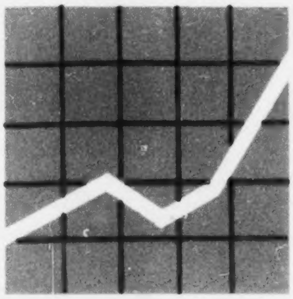

Colorado Business Review

BUSINESS RESEARCH DIVISION • GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF COLORADO

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Volume LIV, Number 8, August 1981

University of Colorado Executive M.B.A. Program

Beginning in the fall of 1981, the University of Colorado will expand its regular Master of Business Administration degree program to include a specially-designed Executive M.B.A. program for students who wish to pursue a graduate degree without interrupting their business careers.

This new program provides an opportunity for managerial development that is notable within the state. It offers a stimulating learning experience for mature, successful managers, giving participants a broad and rigorous academic experience comparable to the regular M.B.A. offered by the Graduate School of Business Administration and building on the business background of these executive students. The program enables managers to complete a challenging academic curriculum while pursuing their business careers.

An experienced faculty, outstanding computer facilities, and a University-wide library are among the variety of educational tools available to the participants. Case studies, lectures, group projects, research projects, computer simulation, and other teaching methods are used by the faculty, and the Executive M.B.A. Program strives to provide an atmosphere conducive to sharing experiences and information among faculty and participants. The curriculum includes required courses in corporate planning, regulatory environment and business, and management tools. In the second year, one seminar provides specialization in contemporary business topics, featuring distinguished speakers from business, government, and the academic world.

ADMISSIONS CRITERIA

Applicants to the Executive M.B.A. Program should have a minimum of five years of business experience, including at least three years in a managerial position; be a part of middle or senior management, or be selected for such a position; have a college degree or its equivalent; have the ability to do graduate work; and be able to make a two-year commitment to the program.

The Admissions Committee bases its decisions on the application, the employer's nomination, letters of recommendation, business experience, demonstrated promise for personal growth and broader management responsibilities and, if needed, a personal interview. Significant attention will be given to the applicant's length of time in a managerial position, progression in job responsibilities, total work experience, and ability to benefit from the integrative classroom/work environment.

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FACULTY

The faculty for the program are members of the faculty of the Graduate School of Business Administration from all three campuses: Boulder, Colorado Springs, and Denver. Faculty selected for specific courses are those who are in positions to make the strongest contributions to this program based on national academic reputation, practical managerial experience in industry, and a demonstrated ability to work with executive-level students.

THE CURRICULUM

The Executive M.B.A. curriculum is composed of the following courses:

Organizational Theory and Behavior

This course focuses on organizational structure and design and analyzes the techniques and theory of managing large, complex organizations in order to achieve maximum effectiveness. Various organizational models are studied and problems encountered in the management of human resources are addressed. Topics include managerial style, motivation, satisfaction, group behavior, goal setting, and other fundamental behavior concepts.

Managerial Accounting: Financial Data Analysis

Financial and accounting data for executive decision making comprise the focus of this course, including preparation and interpretation of principal financial statements of the business enterprise, with emphasis on asset and liability valuation, determination of net income, and analysis of cash flow. Consideration is given to the role of professional accounting organizations in establishing generally accepted accounting principles.

Quantitative Tools for Decision Support

This course considers a series of decision situations in which various quantitative techniques are applicable. Students will perform analyses using existing computer software tools. Topics covered are mathematical programming, decision analysis, statistical inference, multiple regression, and simulation.

Managerial Economics

The concepts, tools, and methods of economic analysis revelant to a broad cross section of decisions within the business firm are examined. Particular attention is given to market demand and production under different types of market structure (pure competition, monopolistic competition, oligopoly, and pure monopoly), including the role of prices and profits in resource allocation, costs of production, and productivity.

Managerial Accounting: Measurement and Control

Profit planning and analysis of cost behavior are the main thrust of this course, with emphasis on management uses of accounting and financial data for long range planning, plan monitoring and control, costing systems, and accounting and financial evaluations.

Human Resource Management

Contemporary problems in personnel/human resources and employee relations are addressed. Emphasis is on productivity improvement through human resources planning, work redesign, conflict management with and without a union, coupled with analysis of motivation and productivity through compensation management, performance appraisal, participation work systems, job analysis and task design, the changing work ethic, and employee stress. Also included is study of the legal environment of employee relations within equal employment opportunity and collective bargaining settings.

Business Conditions Analysis

Students study the general structure and operation of the national economy from the aggregative point of view. The course gives an introduction to macroeconomic theory together with an examination of national income accounting concepts, the level of national income, employment, inflation, and the rate of economic growth. The application of monetary and fiscal policies in solving economic stabilization problems is considered in depth. A major part of the course is the development of a forecast for the economy.

Marketing Management

Analysis of the marketing system and the development and coordination of marketing plans with the firm's marketing systems are explored. In addition, the course focuses on developing integrated marketing plans with emphasis on product development, channels, price, advertising, sales, and market development.

Financial Management

Students learn analysis of financial condition, planning and control of current assets and current liabilities, and long-term financial arrangements. Emphasis is on developing analytical tools for financial management. Specific topics include management of working capital, optimum combinations of short-term sources of funds, intermediate and long-term financing, capital structure policies, marketing securities, capital budgeting, dividend policy, and external expansions or acquisitions.

Information Systems for Managers

The course focuses on preparing the student to manage information as a corporate resource; students are exposed to current computer technology that is relevant to managers for decision support. Topics covered are the corporate database, stages of growth and evolution of information systems, management of typical data processing departments, advanced technology, decision support systems, and corporate modeling and planning languages.

Regulatory Environment of Business

The interaction and interdependence of business and its executives with societal, governmental, and economic environments are examined. The course explores the firm's and its executives' social and ethical responsibilities to various internal and external publics,

College of Business and Administration

75th Anniversary

HOMECOMING CELEBRATION

October 17, 1981

4:30 p.m. Century Room

Hilton Harvest House

and considers the relationship between business and government and the control and regulation of business.

Marketing Strategy

This course makes an in-depth inquiry into marketing decision making. Emphasis is placed on strategic planning and analytical procedures for marketing decisions. All areas of marketing management are integrated and marketing activities are related to the other functional areas.

Markets for Financial Resources

This course describes major operating characteristics and problems of money and capital markets, both national and international, and emphasizes the sources and availability of money and capital for financing business.

Planning, Managing, and Controlling Corporate Growth

Students learn how to plan for design, implementation, and control of corporate growth. Applications for both small and larger enterprises are studied.

Contemporary Seminar Topics

This seminar is designed to develop students' analytical abilities by intensive and critical examination of specific management problem areas. One or more in-depth topics from the following list, or others, will be offered in the seminar.

Market Segmentation
Security and Investment Analysis
International Business Operations
Capital Expenditure Scheduling
Seminar in Current Economic Issues
Business Communications (oral/written)
Production and Process Control
Taxes and Decision-Making
Physical Distribution
Decision Support Systems
Industrial Cost Control
Consumer Behavior
Simulation Techniques in Management
Leadership and Group Process
Business Forecasting
Cash-Flow Management
Systems Analysis
International Corporate Finance
Investment Theory
Corporate Database Administration

Formulating Business Strategy

This is a capstone course integrating previous courses by addressing the management of the total enterprise. Issues covered include strategic scanning, opportunity assessment, long range planning, external environmental analysis, competitive strengths-weaknesses analysis, and strategic resource allocation.

PROGRAM SCHEDULING

The Colorado Executive M.B.A. Program is organized into eight sessions of twelve class meetings each. During each session, students take two courses, completing 16 courses over the two-year program. On a typical day, the student will have a morning class and afternoon class, each lasting for 3.5 hours. Hence, the student is expected to devote the full day to the program. A typical class schedule will be:

8:00-10:00 a.m.	First class session
10:00-10:15 a.m.	Break
10:15-11:45 a.m.	Second class session
11:45 a.m.-1:00 p.m.	Lunch (often includes guest speakers)
1:00-3:00 p.m.	Third class session
3:00-3:15 p.m.	Break
3:15-4:45 p.m.	Fourth class session

The current calendar is shown below. In general, the classes meet each week and alternate between Fridays and Saturdays. A concentrated two- or three-day start-up period occurs at the beginning of each session. Members progress through the program together and share the same educational exposure, leading to the Master of Business Administration degree in two years.

SCHEDULE OF COURSES FOR CLASS ENTERING NOVEMBER 1981

1981-82

Term 1		Term 5	
Fri.	Nov. 6	Fri.	Nov. 5
Sat.	Nov. 7	Sat.	Nov. 6
Sat.	Nov. 14	Fri.	Nov. 12
Fri.	Nov. 20	Sat.	Nov. 20
Sat.	Dec. 5	Sat.	Dec. 4
Fri.	Dec. 11	Fri.	Dec. 10
Sat.	Dec. 19	Sat.	Dec. 18
Fri.	Jan. 8	Fri.	Jan. 7
Fri.	Jan. 15	Fri.	Jan. 14
Sat.	Jan. 16	Sat.	Jan. 15
Fri.	Jan. 22	Fri.	Jan. 21
Term 2		**Term 6**	
Fri.	Feb. 5	Fri.	Feb. 4
Sat.	Feb. 6	Sat.	Feb. 5
Sat.	Feb. 13	Sat.	Feb. 12
Fri.	Feb. 19	Fri.	Feb. 18
Sat.	Feb. 27	Sat.	Feb. 26
Fri.	Mar. 5	Fri.	Mar. 4
Sat.	Mar. 6	Sat.	Mar. 5
Sat.	Mar. 13	Sat.	Mar. 12
Fri.	Mar. 19	Fri.	Mar. 18
Sat.	Mar. 27	Sat.	Mar. 26
Fri.	Apr. 2	Fri.	Apr. 1
Term 3		**Term 7**	
Fri.	Apr. 9	Fri.	Apr. 8
Sat.	Apr. 10	Sat.	Apr. 9
Fri.	Apr. 16	Fri.	Apr. 15
Sat.	Apr. 24	Sat.	Apr. 23
Fri.	Apr. 30	Fri.	Apr. 29
Sat.	May 1	Sat.	Apr. 30
Sat.	May 8	Sat.	May 7
Fri.	May 14	Fri.	May 13
Sat.	May 22	Sat.	May 21
Fri.	May 28	Fri.	May 27
Sat.	June 5	Sat.	June 4

1982-83		1983-84	
Term 4		**Term 8**	
Fri.	Sept. 3	Fri.	Sept. 2
Sat.	Sept. 4	Sat.	Sept. 3
Fri.	Sept. 10	Sat.	Sept. 10
Sat.	Sept. 18	Fri.	Sept. 16
Fri.	Sept. 24	Sat.	Sept. 24
Fri.	Oct. 1	Fri.	Sept. 30
Sat.	Oct. 2	Sat.	Oct. 8
Fri.	Oct. 8	Fri.	Oct. 14
Sat.	Oct. 16	Sat.	Oct. 22
Fri.	Oct. 22	Fri.	Oct. 28
Fri.	Oct. 29	Sat.	Nov. 5

Classes will be held in Room 145 in the West Classroom Building, a specially constructed tiered case room, on the Auraria Campus.

To obtain further information on the Executive M.B.A. Program at the University of Colorado, contact the Director of Graduate Studies, Graduate School of Business Administration, Campus Box 419, University of Colorado, Boulder, Colorado 80309. Phone: 492-5131.

COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	April 1981	March 1981	April 1980	Percent Change April 1981 from March 1981	Percent Change April 1981 from April 1980
Total Civilian Labor Force (by place of residence)[a]	1,457.2	1,452.3	1,435.9	0.3	1.5
Unemployment	52.0	55.5	50.0	– 6.3	4.0
Unemployment Rate (percent)	3.6	3.8	3.5	—	—
Employment	1,405.2	1,396.8	1,385.9	0.6	1.4
Nonagricultural Wage and Salary	1,264.1	1,261.1	1,246.7	0.2	1.4
Agricultural	31.8	26.7	32.3	19.1	– 1.5
Self-employed, unpaid family, and domestics	109.3	109.0	106.9	0.3	2.3
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,262.9	1,260.2	1,245.6	0.2	1.4
Mining	36.0	35.8	33.4	0.6	7.8
Metallic Minerals	11.4	11.5	11.1	– 0.9	2.7
Bituminous Coal, Lignite, and Nonmetallic	5.5	5.7	5.9	– 3.5	– 6.8
Oil and Gas Extraction	19.2	18.7	16.4	2.7	17.1
Contract Construction	73.6	71.8	74.1	2.5	– 0.7
Manufacturing	182.5	181.4	180.6	0.6	1.1
Lumber, Wood Products, and Furniture	7.5	7.4	7.2	1.4	4.2
Stone, Clay, Glass, and Concrete Products	11.2	11.0	11.3	1.8	– 0.9
Primary and Fabricated Metals	19.8	19.6	20.2	1.0	– 2.0
Machinery, Except Electrical	26.3	26.0	25.9	1.2	1.5
Electric and Electronic Equipment	14.8	15.0	15.5	– 1.3	– 4.5
Transportation Equipment	13.4	13.2	11.1	1.5	20.7
Other Durable Goods	26.0	25.9	26.4	0.4	– 1.5
Food and Kindred Products	23.8	23.9	23.2	– 0.4	2.6
Textiles and Apparel	3.8	3.6	3.5	5.6	8.6
Paper and Allied Products	2.1	2.2	2.2	– 4.5	– 4.5
Printing and Publishing	16.1	16.2	15.9	– 0.6	1.3
Chemicals and Allied Products	6.6	6.6	6.2	0.0	6.5
Other Nondurable Goods	11.0	10.8	12.0	1.9	– 8.3
Finance, Insurance, and Real Estate	78.1	77.9	76.1	0.3	2.6
Banking	19.7	19.8	19.3	– 0.5	2.1
Credit Agencies Other than Banks	12.7	12.7	12.0	0.0	5.8
Insurance Carriers, Agents, and Brokers	20.0	19.9	19.4	0.5	3.1
Real Estate and Combination Offices	20.3	20.2	20.6	0.5	– 1.5
Other Finance, Insurance, and Real Estate	5.5	5.4	4.8	1.9	14.6
Transportation and Public Utilities	82.1	81.1	79.3	1.2	3.5
Railroad Transportation	7.8	7.5	7.7	4.0	1.3
Trucking and Warehousing	16.6	16.6	16.5	0.0	0.6
Air Transportation	13.7	13.7	13.4	0.0	2.2
Other Transportation	6.5	6.5	6.0	1.6	8.3
Communications, Electric, Gas, and Sanitary Services	37.4	36.9	35.6	1.4	5.1
Trade	305.8	305.6	301.2	0.1	1.5
Wholesale Trade	76.7	76.4	74.2	0.4	3.4
Retail Trade	229.1	229.2	227.0	– 0.0	0.9
Services	259.3	259.5	250.8	– 0.1	3.4
Lodging and Combination Lodging/Eating Places	23.5	24.0	22.3	– 2.1	5.4
Personal Services	13.1	13.3	13.0	– 1.5	0.8
Business Services	46.5	46.3	44.7	0.4	4.0
Auto and Miscellaneous Repair Services	14.2	14.3	13.4	– 0.7	6.0
Amusements and Recreation	16.6	17.4	17.0	– 4.6	– 2.4
Health Services	65.8	65.9	63.5	– 0.2	3.6
Educational Services	9.6	9.5	9.8	1.1	– 2.0
Membership Organizations	20.7	20.6	20.8	0.5	– 0.5
Other Services	49.3	48.2	46.2	2.3	6.7
Government	245.6	247.1	250.1	– 0.6	– 1.8
Federal	51.0	50.9	54.1	0.2	– 5.7
State	60.1	61.1	60.7	– 1.6	– 1.0
Local	134.6	135.2	135.3	– 0.4	– 0.5

	April 1981	March 1981	April 1980	Percent Change April 1981 from March 1981	Percent Change April 1981 from April 1980
Average Weekly Hours					
Construction	37.5	36.7	37.0	2.2	1.4
Manufacturing	39.6	39.6	39.6	0.0	0.0
Nondurable Goods	38.5	38.8	39.5	– 0.8	– 2.5
Durable Goods	40.2	40.1	39.7	0.3	1.3
Average Weekly Earnings ($)					
Construction	415.87	405.53	381.84	2.6	8.9
Manufacturing	321.55	317.59	295.81	1.3	8.7
Nondurable Goods	297.60	298.37	289.93	– 0.3	2.7
Durable Goods	335.27	329.62	299.34	1.7	12.0
Initial Unemployment Claims (000)	14.0	13.8	18.4	1.5	–23.9
Bankruptcies, All Types (number)	559	591	457	– 5.4	22.3
Total State Revenue ($000)	242,529	260,208	315,006	– 6.8	–23.0
Total State Expenditures ($000)	274,455	154,247	264,285	77.9	3.9
Crude Oil Production (thous. bbls.)	2,447	2,455	2,443r	– 0.3	0.2
Dry Gas Production (mil. cu. ft.)	12,434	12,805	11,091r	– 2.9	12.1
Coal Production (thous. tons)	1,535.6	1,583.6	1,536.5r	– 3.0	– 0.1
New Oil and Gas Wells (number)	190	172	118	10.5	61.0
Natural Gas Used (bil. cu. ft.)	11.8	21.0	20.4	–43.8	–42.2
Electrical Power Sales (mil. kwh)					
Residential	493.3*	543.3r	525.1	– 9.2	– 6.1
Nonresidential	952.9*	957.5r	938.4	– 0.5	1.6
New Construction, 50 cities					
Residential Permits (number)	1,217*	943r	487	29.1	149.9
Residential Value ($000)	65,612*	51,436r	26,533	27.6	147.3
Nonresidential Permits (number)	146*	122	154	19.7	– 5.2
Nonresidential Value ($000)	51,511*	49,759	52,081	3.5	– 1.1
Highway Contractor Payments ($000)	5,069	4,957	11,930	2.3	–57.5
Ordinary Life Insurance Sales ($000)	690,516	666.977	527,110r	3.5	31.0
Bank Deposits, 118 cities, 248 of 323 banks					
Total Deposits ($000,000)	12,050*	12,170r	11,316	– 1.0	6.5
Savings and Loan Net New Savings ($000)	2,800	51,700	59,400r	–94.6	–95.3
National Park Visits—9 areas (000)	249.3	172.9	187.6	44.2	32.9
Motor Vehicle Title Applications (000)	93.0	84.8	83.1	9.7	11.9
Highway Vehicle Traffic Counts at Border Stations (daily average)	33,020	30,463	30,669	8.4	7.7
Air Passengers, Stapleton (000)[b]	1,674	1,869	1,547r	–10.4	8.2
Air Freight and Air Express, Stapleton (thous. lbs.)	23,728	22,377	19,364r	6.0	22.5
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	64.40	59.60	62.30	8.1	3.4
Lambs (per cwt)	59.50	56.70	59.30	4.9	0.3
Wheat (per bu.)	3.71	3.71	3.21	0.0	15.6
Corn (per bu.)	3.11	3.21	2.24	– 3.1	38.8
Potatoes (per cwt)	7.55	7.15	2.70	5.6	179.6
Wool (per lb.)	.96	1.00	.89	– 4.0	7.9

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a] Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b] Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Marketing and Research Association, Inc.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	April 1981	March 1981	April 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh) . . .	3,063	3,047	3,132
Constr. ($)—Res.	0	0	75
—Nonres. . . .	0	45	21
Deposits ($)	44,576	43,684	39,030
(2 of 2 banks)			
ARVADA (1980 pop. 84,576)			
Electric Power (kwh) . . .	25,373	26,740	26,350
Constr. ($)—Res.	2,231	2,377	500
—Nonres. . . .	0	0	40
Deposits ($)	73,204	74,229	70,511
(3 of 6 banks)			
ASPEN (1980 pop. 3,678)			
Electric Power (kwh) . . .	3,912	3,822	5,827
Constr. ($)—Res.	582	0	160
—Nonres. . . .	913	0	925r
Deposits ($)	42,825	41,302	39,322
(1 of 3 banks)			
AURORA (1980 pop. 158,588)			
Electric Power (kwh) . . .	71,600	72,278	65,502
Constr. ($)—Res.	17,041	8,591	5,793
—Nonres. . . .	7,720	4,333	5,519
Deposits ($)	124,289	128,532	103,375
(4 of 10 banks)			
BOULDER (1980 pop. 76,685)			
Electric Power (kwh) . . .	46,251	48,615	49,650
Constr. ($) —Res.	n.r.	2,158	566
—Nonres. . . .	n.r.	3,199	300
Deposits ($)	423,820	399,406	383,330
(7 of 8 banks)			
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh) . . .	4,157	4,544	4,345
Constr. ($)—Res.	154	261	76
—Nonres. . . .	4,282	22	34
Deposits ($)	56,391	48,010r	55,005
(2 of 2 banks)			
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh) . . .	9,529	9,565	9,050
Constr. ($)—Res.	606	679	249
—Nonres. . . .	0	0	255
Deposits ($)	45,055	45,217	39,486
(2 of 2 banks)			
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh) . . .	1,904	2,018	2,072
Deposits ($)	48,506	48,430	46,233
(2 of 2 banks)			
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh) . . .	21,718	22,677	24,650
Constr. ($)—Res.	46	295	276
—Nonres. . . .	146	18	14
Deposits ($)	85,949	85,721	76,454
(3 of 3 banks)			
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh) . . .	148,293	156,000	138,413
Constr. ($)—Res.[b]	12,921	9,948	4,585
—Nonres. . . .	10,894	8,027	11,701
Deposits ($)	773,194	789,860r	751,888
(15 of 18 banks)			
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh) . . .	19,443	20,636	18,378
Constr. ($)—Res.	36	32	121
—Nonres. . . .	1,074	349	1,535
Deposits ($)	25,399	26,387	23,597
(1 of 1 bank)			
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh) . . .	3,607	3,633	3,524
Constr. ($)—Res.	136	173	1,547
—Nonres. . . .	0	68	39
Deposits ($)	49,448	48,093	46,467
(2 of 3 banks)			
CRAIG (1980 pop. 8,133)			
Electric Power (kwh) . . .	5,111	6,238	5,605
Constr. ($)—Res.	33	232	50
—Nonres. . . .	56	34	320
Deposits ($)	65,363	68,327	50,780
(2 of 2 banks)			
DENVER (1980 pop. 491,396)			
Electric Power (kwh) . . .	302,435	308,811	310,132
Constr. ($)—Res.	7,921	7,705	1,986
—Nonres. . . .	14,723	24,254	15,323
Deposits ($)	5,383,866*	5,526,574*	5,089,553
(31 of 35 banks)			
DURANGO (1980 pop. 11,426)			
Electric Power (kwh) . . .	5,643	6,114	5,712
Constr. ($)—Res.	240	390	182
—Nonres. . . .	81	10	0
Deposits ($)	104,658	99,782	91,490
(3 of 3 banks)			
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh) . . .	19,006	18,742	20,157
Constr. ($)—Res.	2,727	556	0
—Nonres. . . .	0	23	2,731
Deposits ($)	312,034	300,653	276,012
(5 of 8 banks)			
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh) . . .	4,498	4,179	4,435
Constr. ($)—Res.	133	327	0
—Nonres. . . .	120	0	0
Deposits ($)	29,337	29,969	25,871
(2 of 2 banks)			
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh) . . .	37,979	38,565	34,857
Constr. ($)—Res.	5,408	2,987	2,015
—Nonres. . . .	2,695	161	188
Deposits ($)	349,232	349,304	319,951
(8 of 8 banks)			
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh) . . .	7,615	6,784	7,440
Constr. ($)—Res.	48	295	123
—Nonres. . . .	70	73	0
Deposits ($)	82,101	81,385	75,105
(2 of 2 banks)			
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh) . . .	4,187	4,335	3,966
Constr. ($)—Res.	47	281	140
—Nonres. . . .	0	533	165
Deposits ($)	91,713	90,211	84,460
(2 of 3 banks)			
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh) . . .	5,430	5,618	5,667
Constr. ($)—Res.	251	123	42
—Nonres. . . .	0	0	0
Deposits ($)	111,017	110,466	99,506
(2 of 3 banks)			
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh) . . .	16,047	16,071	15,246
Constr. ($)—Res.	980	1,767	151
—Nonres. . . .	2,186	2,199	410
Deposits ($)	310,259	316,691	274,385
(5 of 5 banks)			
GREELEY (1980 pop. 53,006)			
Electric Power (kwh) . . .	20,375	22,439	24,739
Constr. ($)—Res.	305	1,244	374
—Nonres. . . .	0	283	73
Deposits ($)	350,524	357,068	346,983
(7 of 8 banks)			
GUNNISON (1980 pop 5,785)			
Electric Power (kwh) . . .	3,455	3,908	3,545
Constr. ($)—Res.	341	174	0
—Nonres. . . .	819	0	23
Deposits ($)	40,168	40,550	35,961
(2 of 2 banks)			
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh) . . .	4,469	4,732	4,017
Constr. ($)—Res.	24	23	40
—Nonres. . . .	0	0	0
Deposits ($)	42,893	40,823	39,308
(2 of 2 banks)			

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LOCAL BUSINESS CONDITIONS—Continued

	April 1981	March 1981	April 1980
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh) ...	49,111	47,892	49,852
Constr. ($)—Res.	1,959	3,611	3,228
—Nonres. ...	2,252	80	10,622
Deposits ($)	361,843	374,806	363,180
(6 of 8 banks)			
LAMAR (1980 pop. 7,713)			
Electric Power (kwh) ...	7,610	7,344	4,827
Constr. ($)—Res.	88	53	0
—Nonres. ...	0	23	21
Deposits ($)	54,911	54,340	44,493
(2 of 2 banks)			
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh) ...	15,769	16,674	16,591
Constr. ($)—Res.	1,441	1,564	331
—Nonres. ...	187	9	0
Deposits ($)	92,991*	95,317*	177,310
(3 of 4 banks)			
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh) ...	19,158	19,446	19,196
Constr. ($)—Res.	1,234	569	512
—Nonres. ...	0	0	0
Deposits ($)	160,209	157,444	144,354
(5 of 5 banks)			
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh) ...	15,114	16,578	15,023
Constr. ($)—Res.	907	570	42
—Nonres. ...	1,166	0	0
Deposits ($)	117,062	116,161	111,958
(4 of 4 banks)			
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh) ...	1,366	1,390	1,290
Deposits ($)	10,430	10,979	9,539
(1 of 1 bank)			
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	224	65	249
—Nonres. ...	0	0	0
Deposits ($)	86,601	86,003	74,061
(2 of 3 banks)			
NORTHGLENN (1980 pop. 29,847)			
Electric Power (kwh) ...	10,072	10,281	10,245
Constr. ($)—Res.	94	308	115
—Nonres. ...	0	3,139	130
Deposits ($)	55,904	56,441	53,167
(2 of 2 banks)			
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh) ...	46,286	48,574	47,991
Constr. ($)—Res.	371	797	73
—Nonres. ...	99	435	222
Deposits ($)	330,820	324,387	327,270
(8 of 10 banks)			
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh) ...	5,216	4,996	5,042
Constr. ($)—Res.	0	0	0
—Nonres. ...	12	14	0
Deposits ($)	17,465	16,243	15,665
(2 of 2 banks)			

	April 1981	March 1981	April 1980
SALIDA (1980 pop. 4,870)			
Electric Power (kwh) ...	1,591	1,773	1,657
Constr. ($)—Res.	21	37	0
—Nonres. ...	0	0	0
Deposits ($)	36,476	36,106	31,528
(2 of 2 banks)			
STERLING (1980 pop. 11,385)			
Electric Power (kwh) ...	5,670	5,966	5,861
Constr. ($)—Res.	52	94	44
—Nonres. ...	0	28	0
Deposits ($)	120,963	123,518	111,506
(3 of 3 banks)			
THORNTON (1980 pop. 40,343)			
Electric Power (kwh) ...	14,216	15,485	15,637
Constr. ($)—Res.	n.r.	n.r.	1,492
—Nonres. ...	n.r.	n.r.	797
Deposits ($)	20,756	20,405	21,203
(1 of 1 bank)			
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh) ...	2,853	2,647	2,944
Constr. ($)—Res.	148	37	0
—Nonres. ...	0	0	393
Deposits ($)	48,486	46,985	41,215
(2 of 2 banks)			
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh) ...	1,181	1,192	1,246
Constr. ($)—Res.	0	0	28
—Nonres. ...	83	42	0
Deposits ($)	18,769	18,523	17,687
(1 of 1 bank)			
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh) ...	17,828	19,292	18,355
Constr. ($)—Res.	2,662	2,213	827
—Nonres. ...	1,257	1,658	54
Deposits ($)	80,949	79,094	72,236
(2 of 2 banks)			
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh) ...	21,784	22,574	22,754
Constr. ($)—Res.	3,761	199	44
—Nonres. ...	508	0	13
Deposits ($)	62,848	62,173	53,296
(2 of 2 banks)			

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[a] Construction figures are not available.

[b] Regional figures.

[c] Included in Colorado Springs regional construction figures.

[d] Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.
Construction figures are valuation of new residential and nonresidential construction only.
Deposit figures are total deposits in commercial banks as of last day of month.
n.r.—not reported
*—preliminary data
r—revised data